SPRING INTO CAREERS!
DAILY SUMMARY
MONDAY SEPTEMBER 8

AGSM@UNSW Business School
AGSM Career Services
Chart your own course

— Looking for lots of talented people
— Hired 62 AGSM, 12 became partners BCG
— Alumni include CEO at Pepsico, leaders in digital business, opposition leaders, entrepreneurs

Tom van Oetzern

— Senior Partner in Sydney, joined after MBA, been there for 18 years, company has tripled in size, over 80 offices in over 40 countries
— Clients now want global advice with a global footprint
— This gives scale for BCG to invest in other things that clients are asking for in order to deliver best results
— Investing in centres that give BCG the opportunity to teach clients how to do things
— Clients go to BCG for deep expertise and delivered results
— There have been changes in consulting sector itself, changing with the times is very important
— New push into digital economy
— Just acquired local firm and established digital ventures, helps clients build digital businesses
— Toms story - started in the 90's, first project was turning moment, Qantas engineers division, redesign repair and maintenance process for 747 where they completely demolished aircraft, check for defaults and put them put back together - needed to cut process from 6 to 4 weeks. Fascinated how quickly you can go from zero knowledge to quite a lot, it was all about the process of preparing all the work/tasks, change processes and instil hard milestones
— Then spent 16 years consulting to airlines, exciting to help airlines set up lost cost carrier models
— Took a year off, took children to Germany for 5 months, worked into organic farm, then South Africa and volunteered in a cheetah rescue centre, wanted to expose his children to different ways of living, 3 months in Bali, kids went to school, spent time reading with Balinese children
— Two week pilgrimage in Santiago, walked for two weeks

“BCG gives you a great platform to develop your career but gives you the opportunity to develop yourself, chart your own course”

Michael Schniering

— Most of work in telco, brief stint in mining
— What is the role we take in consulting engagements? Working as an innovator
— Attended mining conference in Vegas to understand how new mining technology was being developed - how can technology play a part in advancing their operations, keep their people safer, save costs and optimise processes
— Began by looking at end to end supply chain, developed ten year strategy, questioned how can new technology play a role?
— Turn large trucks into driverless cars - how do you automate trucks while achieving much greater levels of precision?
— Assist in implementing the strategy, how to effectively manage those operations
— Pulled together heads of each part of the supply chain into operations centre so that works could happen in real time, architected the process, how to advance collaboration amongst teams
— Play handymen, client was trying to set up disciplined way of working to continuously improve how they serve clients, there was a lot of variability between individuals customer services, donned toolkit, set up very different way how company could work to assist is identifying where the customer service was being let down, through to much larger processes, payroll etc.
— Joint BCG & client team effort - actually working with their process team, product teams, etc., show them by doing how they can optimise procedure across all the types of roles
— Passionate about technology advantage office, have both consulting staff but also experts from industry, this practices across a wide range of sectors
— One example of where they are building deep expertise to bring to client immediately, different point of value straight away

Paul McNamara
— What’s different about BCG? The way you work day in, day out, very rewarding to find that true insight
— Need to come up with insight, something the client hasn't seen before
— Very intuitive process: 1) how to approach this problem; 2) get the data and do the analytics, you need to prove what you are doing; 3) find a way to communicate that to your client
— A different way of thinking about the problem
— CTM - once or twice a week, gets everyone together, allows the ability to test what you are thinking, everyone is expected to deliver insight, from partner to associate, you have access to global BCG expertise who have experience in similar projects
— Getting data - can be quite difficult, can be going out and investigating big data, collating spreadsheets, can be your own research, can be sitting in the office
— First project was for a Fashion retailer - spent two weeks in women's handbags, interviewed people, counted people, were they tourists? Were they locals? Interviewed retailers, then analysing data with either big data tools, excel, where is that nugget of truth and how do I communicate that to my client so they understand?
— How do we make the client really change the way they think about things?

Julia Wells
— Joined in 2009 after MBA exec, worked in aircraft hangers, biggest miners re health and safety, government work (prospects of children going into foster care in now) insurance company needing to increase profitability
— Global program - predictable teaming and notification. Worked with Harvard researchers with this program. Track a number of measures, how much value are you delivering, how challenged are you, how are you working with the team. Open communications, talk with everyone about how everyone is going, what’s working, what’s not? Is this really the highest priority?
— Practical day to day things to make sure everyone is learning, the environment is sustainable
— Globally recognised program "walk on by" newspaper article (find resource) consultants learn to take healthy advice
— Flexible career models, part time models, able to take time off, Julia working on three day model as just had first baby, both male and female on this model, up to you to find out what is a sustainable working model for you
— Currently on secondment, financial system inquiry, looking at Australia's whole financial system, what needs to change so that the system is helping with the economic growth, contributing to Australia's future, completing on a part time model

Will BCG venture into investment in the future?
Digital Venture Business was started with that in mind - $100M fund. Investment happens if the right things do pop up, if viable to create platform. Think about things in a different way, differentiate the way people talk about technology - digital (apps and programs) and technology (appliances etc.), instead of "technology" - much larger than having a computer on your desk.

How did BCG outgrow Booz Allen by three times?
Staying on your toes and innovating new initiatives and new investments being made, new offices, new geographies, new capabilities, business becomes more stable
Re: internalisation of strategy teams (in-house consulting teams)?
Practicing what you preach – client’s business evolving, their approach to consulting changing premium consulting firm so no shift towards with implementation and how to do things better, develop their own capabilities. Still value in external consulting model. Different ways of thinking - have to keep evolving. Half team are strategy consultants internal to organisations and half BCG, always the need to bring new information and deep expertise, rewarding as you know there is a whole team to carry on your recommendations

What is happening in Healthcare/Government?
Private sector healthcare and pharma, social services, human services, NSW government, if you are particularly passionate about a particular area, you are championed to drive and develop work in that area. Social impact work - Paul volunteers to mentor CEO for NFP, help them drive their business model and improve, BCG offers avenues to connect with those types of environments.

International travel?
Very international firm, Tom spent two years in Chicago, structured programs, case based demands from Asia, America etc., based on availability and expertise, very fluid system of staffing, dependant on your preference, Doug Ross working in virtual office on loan from Asian office.

How do you build client relationship across all levels?
Significant time with client in a year, often you are embedded, develop close client relationships, work very collaboratively, that collaboration that allows development of relationships, very much builds your personal brand. Institutional brand, deep knowledge, very much personal brand and impression you leave behind on the client.

Recruitment
https://talent.bcg.com/Myprofile
8th September Applications open
12 noon, 21st September Applications close
25th September 1st round
26th September 2nd round
29th September 3rd round
Please feel free to begin your profile for your BCG application prior to 19th September, you are able to go in and add your transcripts once you have received them.
Attendees
Ben Fletcher – Partner
Ben McLean – Associate
Sheridan Kerr – Recruiting Coordinator
Elina Grigoryan – Recruiter
Lyn Turner – Senior Recruiter
Raphael Pustkowski – McKinsey Implementation
Stephen Turner – Implementation Leader
Sarah Wenham – Associate

Ben Fletcher - Partner in Sydney office, been at firm 9 years, MBA from States, lawyer pre-MBA
Sarah Wenham - Associate in Melbourne, doctor by training, MBA from States
Ben McLean - Associate in Melbourne office, experienced hire
Raphael Pustkowski - McKinsey Implementation, experience with Foxtel and BCG, with MI for three years
Steven Turner - MI, Melbourne office, 2 years, experienced hire, 18 years’ experience heavy industry, line management, consulting
Elina Grigoryan - Recruiter with MI, seven years with HR
Sheridan Kerr - Recruitment for generalist path
Lyn Turner - MI, experience hire in recruitment space

— Notice difference of backgrounds, some on implementation and some generalists
— No distinction of two teams, lines blurring now
— Consulting began as writing a report and handing it over - now better to work with clients to deliver impact
— Profile to delivering impact is different, is useful for people who had strong industry experience, both teams working on same clients and projects but using peoples industry expertise
— Would like to pick what path you wish to apply for
— Oldest and largest consulting firm, in over 100 offices in 50 countries, all driven by working with leading companies on their most tricky problems and working with the best people, creating an environment that is unparalleled
— What sets apart? It’s values... prides itself on their values
— The people can definitely be very intense, when working in that environment you need to be able to enjoy working with those people
— Experiences and opportunities you can get as part of having that McKinsey brand name on your card
— Mine site in Queensland, getting to drive a big truck, contributing to the success of the project was important as they were able to save thousands of jobs, best for clients and in line with McKinsey values
— Transition to banking, driving innovation cell in one of top 4 Australia banks, entrepreneurship, all executives engaged and eager
— Experienced hire, Raphael: “I’ve been doing implementation longer than McKinsey has”
— Learning started when interview started, learnt how to structure, how to communicate in a structured fashion, when clients want you to have impact quickly you must be able to explain yourself quickly
— A week at the start, getting familiar, followed full week of consulting readiness training, experience doesn’t really count for much, collegiate environment, sharing and learning together, went to MI core skills program in Mumbai, highlight went to Cambridge, deepening functional experience and understanding how firm works, reflecting on time to date and plan careers going forward, team work on a daily basis, problem solving online eLearnings
— Firm invests a lot in learning – you can take as much training and development as you wish McKinsey as a firm is evolving, as business and clients evolve, while still building capability to strategy side, we are adding to our DNA 60% of the work they are doing this year was not done last year!
— Dramatic shift in the work being done Sydney office is the innovator in McKinsey, john sticker MI didn't exist, was established in Australian office, now in 215 locations globally and growing 50% per annum
— You can and should create your own McKinsey, there is an expectation that you will do this and you're given the freedom to explore certain areas
— Partners don't get evaluated on economics, all on impact that is driven, consistent with the story that is told, what you are trying to build
How to do a Case

- All cases built off client work that has been completed
- When you arrive you have a fit component, whether you would be a good fit within the firm, looking at leadership, drive, stories to tell, stories around the I, not the We. It’s about what I did on that, what I think about that Case - it is a dialogue, not a monologue, this is a job where you bounce off ideas of each other
- Hear case, play it back or just clarify that you have it clear in your mind, draw out the problem, all cases, will help you as case evolves, listen and play it back in a visual way
- When you play it back, best time to start asking questions, key problem is that you forget all the basic gut feel about things, and feel you need to answer in a certain way
- They want you to, like the job, you will like if you are inquisitive
- Interviewer begins to ask questions, you are able to ask if you can take a moment to get your thoughts in order, or deflect and start asking interviewer questions
- Take a moment to jot down some thoughts
- Don't try give an answer when you don't have the facts, tease out the whys
- When you go to answer, structure!
- Your ability to take complex problem and break it down, typically for every case there is one thing that unlocks it
- First question to see how you think, second question around quantitative measures
- Just want to make sure you aren’t spooked by numbers
- Break down the costs you need to enable decision, value and volume
- Do calculations in steps, make it easy on yourself
- The math isn’t complex, when you are thinking about this is all the variables, if you draw the picture of what you are calculating simplifies the problem you are working on

“What is the objective, how much do they want to earn?”

- Want a definitive answer, you must stand by your recommendation
- There are times where you just have to make a call
- Get your view out there!
- Case, usually 3-4 key questions. Get to answer
- Get all the facts and write it down in a visual way and ask questions
- Structure your answer back on everything, why and what, always structure it

McKinsey Implementation

- Cases for MI are same, you will get more operational cases and further questioning around how you would implement things, you do need to be able to structure a case
- The bar is the same for both tracks, adapting a little to the implementation side
- Would assume you can know how to drive implementation experience, less facts
- Specific function for MI, it’s more about the totality of the person, you are interviewing them as much as they are you, always happy to take good people, functionally would be good for you to have experience of implementation

- You can’t apply to both
- MI pattern recognition, seen things work and didn’t work, clients want to benefit from that experience, good to have some scars to show
- Heavy skew towards those who have been through implementation

Values

1. Non-hierarchical culture, analyst who joins has an equal voice as most senior director
2. Only work where they really believe they can have an impact, if conditions are set up to be right for them to support, then they don’t do the work
3. People development, what your strengths are, what is your learning style, what your development areas are, genuinely care about your development, dual mission, have impact for clients and develop the very best people. Each partner looks after junior staff, formal and informal mentorships. Work with client to ensure best fit for staff, lots of behind the scenes conversations, can do and should do
Impact vs revenue

— Partners are evaluated off partner feedback, operate as one economic model, one global firm 100% best of the firm to 100% of the clients 100% of the time
— Only do the difficult problems
— Engagement performance review for every study you are on, interim one if longer period, client leadership, thought leadership, people leadership
— Evaluated every 6 months
— Informal feedback and formal feedback
— McKinsey solutions is a recognition by the firm that they actually need some solutions that go along side problem solving toolkit, pricing analytics tool, digital labs and app developers, benchmarking tool now part of McKinsey solutions, Solutions are more of an add on to the engagement

Recruitment

Generalist path

— 5 years’ experience
— MBA, undergrad, postgrad qualifications
— Deadline Wednesday 24th September
— First round 3rd October
— You will meet with 1-2 consultants, case interview about 30 minutes, and personal experience interview
— Heaps of preparation material online, case tips, and for personal experience interview

Implementation

— Interview is pretty similar
— 5-13 years’ industry experience
— Two rounds: case and personal experience interview
— Search role that you are interested in
— No deadlines, case by case basis
— Bar is the same level, depends in whether you wish to follow industry path or the generalist path
— Contact Elina Grigorian for more details: elina_grigoryan@mckinsey.com

www.mckinsey.com/careers
Working together sets us apart

Working here involves spirited collaboration with colleagues and clients.

That’s why the relationships you build will always remain a vibrant and meaningful part of the personal growth you experience.

**Recruiting process for Generalist Associate applicants from the AGSM**

**Wednesday, 24 September 2014** (by midnight)
Submit cover letter and CV online:
www.mckinsey.com/careers
(include scanned or written academic transcripts)

**Friday, 3 October 2014**
First round interviews
2-3 x 50 minute interviews
McKinsey & Company
Level 35, 88 Phillip Street
Sydney NSW 2000

**Week commencing Monday, 6 October 2014**
Final round interviews
3 x 50 minute interviews
McKinsey & Company
Level 35, 88 Phillip Street
Sydney NSW 2000

Please address your cover letter to:
Sheridan Kerr
McKinsey & Company
Level 14, 1 Collins Street
Melbourne VIC 3000
www.mckinsey.com/careers
The right people. The right experience. Distinctive and lasting performance improvement.

What is McKinsey Implementation?
We are a group of industry professionals who are passionate about creating impact and addressing issues that matter, in organisations that matter.

Joining McKinsey Implementation is an opportunity to collaborate with like-minded individuals to build your expertise across a myriad of industries and contexts.

Sound interesting?
Please apply online at www.mckinsey.com/careers
For more information please visit www.mckinsey.com/implementation

Please address your questions to:
Elina Grigoryan
McKinsey & Company
Level 35, 88 Phillip Street, Sydney NSW 2000
Email: elina_grigoryan@mckinsey.com
Attendees
Olaf Schatteman – MD Strategy Operations
Ravi Malhotra – MD (Strategy FS)
Jane Buttsworth – SM (Strategy T&O)
Maria Hemphill – Associate Manager Recruitment

Presentation will be focusing on Accenture Strategy slide-free presentation

Jane
— Based in Australia and Asia, few years in Kuala Lumpur
— Engaged to change behaviour of administrative teams in NSW health, to be more patient centric, design thinking observations
— Engaged with banking sector, how do banks replace core back office operations that has been around since the 50's?
— Main interest in the people dimension of an organisation. How do people need to act differently?
— Thinks through how do people become more agile as a business, what companies need to do differently with their people
— Some clients planning on 10-20 year planning regarding their people strategy

Olaf
— Operational strategy business, been in Australia for 15 years, started career with Philips in Netherlands, working with consultants at a client level
— Was more excited about the changes he could affect, rather than being part of a middle management team in a large corporation, ended up in operational strategy
— Was really keen to understand how company operations actually work, not worth having a great strategy but being horrible at execution
— Linking operational strategy with business strategy to make a difference
— 293000 people in Accenture

Key areas to operational strategy:
1. Work upfront around innovative, product development, life cycle, where does the idea come from, how to go from idea to product, how successful are you in innovating
2. How do you interact with your suppliers? How do you structure commercial relations? How do you manage your suppliers to get most value?
3. Manufacturing component, more so in Korea, China, Japan, what is the strategy behind it, tax advantages, supply chain, where are the customers, whole range of modelling strategy for manufacturing
4. Physical logistics, where do you put warehouses? Where do you ship? Huge development in this space, in terms of speed
5. Servicing and maintaining, how do you optimise process?

Ravi
— One of things that is interesting in Accenture, lots of difference profiles and experiences that get them to the team
— Originally from Chicago, in consulting for nearly 20 years, started as an entrepreneur, joined consulting for a year and then went back to entrepreneurship, learnt how not to do things, how business models work or don't
— Went back to consulting, most of career had been in corporate strategy and operational strategy
— Servicing clients is where you learn and keep cutting edge
— Values of the firm now are from back in the day, integrity, stewardship, operational discipline
— It is possible to run a consulting firm in a public environment if done well Most of industry focus is in financial services space, largely insurance
— Business strategy: tackle how does a company grow in flat market, how do you position yourself against competitors looking to get some slice of pie, how you create business models that will adapt with time, how you architect those transformations

— Why are they different? The market has changed, the last ten years been relatively flat, look at the participants of the space, expansion of services, very narrow focus on a variety of things, most have moved more into execution type work

— Start with the marketplace and work your way backward

— Looks at the environment the clients are dealing with, dynamic environment, cutting across industry

1. Customers are different, want everything, demand a lot more, expect a lot more, behaviour has fundamentally changed

2. Digital technology is a hot topic, so much dialogue around digital technology, how do we create new business out of this, geographic barriers are over, tons of opportunity, much more quick moving than it used to be, most of these being taken advantage by new starters, smaller more nimble companies. Disruption, business models that used to be valid are now ruled obsolete due to advancement in technology, competitors are coming out of nowhere

3. How work is done, human capital, some of it is fundamentally changing how work is completed; some are replacing people with technology. The way we interact with technology has changed

4. The way in which companies source talent enabled by technology, access to skill sets and talents that wasn’t previously there

— Rate of change is accelerating, clients realising that agility is incredibly important

— Having the ability to adapt your business model is a hallmark of strategy

— Research around digital implications

— Companies need to be able to deal with volatility, are able to succeed through new risk culture

— No longer an end state, to be able to be agile

— Important for clients as this is no longer possible, must be agile in any modelling

— Changes happening in frequency and magnitude

— Three blocks: business strategy, technology, leverage of information / strategy formulated at the cross junction of the three

— All capability groups bring together as they go to market though industry

— Not the group to go when deciding should we sell this section of the business

— How do I lead the transformation, how do I grow the technology to build my business

— Accenture strategy lowered by technology, have capability across all these areas and teams are assembled accordingly

Current work

Olaf working with one of largest learning company's in the word, going from printed matter to more digital resources, analogue supply chain. Haven’t considered how to set up digital supply chain, start working with global coo, spending too much money for not the service they want. Went into the group and collected data, they had poor data, developed 10 week strategy for them. Maturity capability model: Level 1 (bad) to level 6. Assist in strategy to build whole new operating model, take all functions from management to content, manufacturing content into new operating model globally. Use technology to assist with planning, access to streamlined platforms. Owned warehouse and printing presses, needed to sell these off, reduce operating costs by nearly 20% in analogue side. Working with firm to move through transition, huge global program. Over 50 countries, pull resources across teams. Adds capability to make whole operation more profitable and successful, driving huge impact financially, growth underlined by Accenture model being put in place.

Ravi worked with bank in NZ, want to develop new digital strategy, concerned as used to be considered most influential, want to know how they were positioned against competitors. We think you are asking the wrong queries, threats posed by new entrants instead. Look the business models not as they are now but how they can evolve. Developed how compare against existing banks and how do you compare to threats. Client hadn’t looked at it like that prior, discussions with group strategy so that this was included. One of the threats was actually announced as a threat once the Project had been completed.
Sustainability plans for Australia?

How is the work sold, how is it positioned? Sometimes more about the business outcome, depends on the value proposition and where you are doing the work. Sustainability very hot topic prior to GFC. Utility industry is very focused on sustainability. Should be tied to a business outcome. Example of previous work: optimised shipping routes and truck delivery, removed 10% trucks on the road! Saved client money.

— Typically change operating model quite often, aware of risks of being big organisation, decision making goes quite quickly, commercial decisions about clients, good due diligence to protect firm people talking to each other, short cutting the processes
— Flexibility and agility, rip off the band aid and clean up after, functional direction then made clear Intent and stewardship from senior leaders
— Don't suffer from inability to make a decision
— 6000 in Accenture strategy group, aggressive growth targets in revenue and head count, industry strategy concentrated on 5 key industries, banking and finance, utilities, communications
— Australia is global priority country
— Driven by market
— Understand what it means to operate and understand the technology and understand the front end of the business
— More chance for individuals to develop their profile, room to make your mark

Recruitment

What they are looking for

— Focussed on recruiting talent with an industry alignment, depends on where you core expertise are
— T shape consultant: deep functional expertise, broad enough a range of other things, strategic relevance, need to be able to converse at the C Suite level
— More than just consulting work. Need to be a core strategist, you need to be adaptable with your skill sets
— They will build the team. Need to be market relevant. What clients will pay for?

How to apply

— You can either apply for "Accenture Strategy MBA profile" or you can apply for any of the other open roles, recruiting for strategists for utilities background, banking background, specialists in human capital
— Creating profile as they recognise the value of an MBA and want to be able to leverage your skills and train you up against some other sectors and capabilities
— Recruit throughout the year
— Put cover letter as part of the CV document, make sure you mention graduation dates
— Always opportunities to work on projects outside your area of expertise
— Make clear in your application what you are looking for
— Set up on first role, hired in line with your area expertise if possible
— Embracing agility, embracing ambiguity
— Interviews: Skills round; Behavioural interview; Two case study rounds (same day); Partner round close
Accenture Strategy
MBA Career Opportunities
Accenture Strategy MBA Career Opportunities

Why Accenture Strategy?
Today's worlds are colliding, industries are intersecting, the demands on businesses are shifting in this digital world. We understand the challenges faced by the C-suite, how business is changing and the way that companies approach strategy needs to change, too.

Meet Accenture Strategy. We're the experts at helping organizations navigate the intersection of business and technology. Our deep understanding of clients' industries and global perspective on progressive business ideas and emerging technologies enables us to drive and deliver transformational change in this digital age.

We need the best minds and have career opportunities for MBA students to join our global community of 6,000+ Accenture Strategy professionals.

You'll have the opportunity to work across one of our three practice areas: Business Strategy, Technology Strategy and Operations/Function Strategy.

Our Hiring Locations <Melbourne and Sydney>

Job Description
Does the thought of driving innovation and creating new business models for clients to succeed in a digital world make your heart race? If you want to take your career to the next level and work alongside global companies to solve significant business issues, we want to meet you.

Your Role: Strategy Consultant/ Manager
There will never be a typical day at Accenture, but that’s why people love it here. The opportunities to make a difference within exciting client initiatives are limitless in this ever-changing business landscape. Here are just a few of your day-to-day responsibilities:

- Conduct analysis to address critical business issues and generate insights about client and industry business performance improvement
- Design business and technology strategy solutions and present to C-level clients
- Apply deep financial acumen and propose innovative value creation opportunities for sustained growth and profitability
- Help clients understand leading edge technology capabilities and the transformational impact they may have on their business
- Leverage the power of Accenture’s global reach and end-to-end capabilities to deliver value
- Coach and mentor analysts and junior consultants on the team

- Engage with the broader strategy community to foster collaboration and support growth and development of the Accenture Strategy practice in areas such as recruitment, training and thought leadership

Your Experience: Basic Qualifications
- MBA degree from a top tier business school
- 3-8 years of relevant industry, functional and/or strategy experience

Set Yourself Apart: Preferred Qualifications
- Outstanding academic track record with continued interest in learning and growing professionally
- A high degree of comfort with strategic decision-making and strong quantitative skills to develop financial or operational models and supervise data analysis
- Deep understanding of industry dynamics and value creation opportunities in one or more industries
- Strong analytical skills, understands complex issues, quickly absorbs information, excels in conceptual and creative problem solving
- Digitally savvy; curious and passionate about technology, understands its impact on business and society
- Natural leader; easily establishes trust-based relationships, gains valuable insights through collaboration and communication
- Driven; enjoys a challenge, proven ability to adapt and remove obstacles to achieve results, determined and optimistic
- Flexibility to accommodate client travel requirements

Our Commitment to You
- Your entrepreneurial spirit and vision will be rewarded, and your success will fuel opportunities for career advancement.
- You’ll make a difference for some pretty impressive clients. Accenture Strategy serves 72 of the Fortune Global 100 on high-profile projects.
- Opportunities to learn through training at Accenture’s global Strategy College, assignments and collaboration with experts across the company.
- Access to leading-edge technology.
- Along with a competitive salary, Accenture offers a comprehensive package that includes a range of market-relevant benefits and programs to help you manage the demands of work and life.

Apply Today!
Great things can happen—they already are. Come and be a part of the next level of high performance.
About Accenture

Accenture is one of the world’s leading organizations providing management consulting, technology and outsourcing services, with more than 293,000 employees; offices and operations in more than 200 cities in 56 countries; and net revenues of $28.6 billion for fiscal 2013.

Our four growth platforms—Accenture Strategy, Accenture Digital, Accenture Technology, and Accenture Operations—are the innovation engines through which we build world-class skills and capabilities; develop knowledge capital; and create, acquire and manage key assets central to the development of integrated services and solutions for our clients.

Language Requirements Excellent written and spoken English

Work Authorization Requirements Citizen or PR preferred by not essential

How to Apply via our careers portal

All employment decisions shall be made without regard to age, race, creed, color, religion, sex, national origin, ancestry, disability status, veteran status, sexual orientation, gender identity or expression, genetic information, marital status, citizenship status or any other basis as protected by federal, state, or local law.

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Nail the Case with Francoise Michel

Francoise Michel has been working with AGSM Career Services for several years to assist in honing the skills required for our MBA’s to be successful throughout top and mid-tier consulting recruitment. Francoise holds an MBA from LBS and spent several years with Bain & Co in London as a consultant and interviewer. If you are planning to submit an application on 19 September for any of the firms in the program, these notes are essential.

Why do we do cases?
— Case practices are a decisive factor and there are more and more companies using cases to interview
— Meant to test pressure your thinking and logic skills
— How you react under pressure, meant to simulate real life situation
— It is good to be able to rehearse frameworks but you need to put these into a real life case
— Testing your business sense and how is it to work with you?
— Do you fit with the firm, would they like to spend a lot of time in your company?
— It's also an opportunity for you to see if you would like to work with them
— They also want to check how you communicate and whether you are client ready

What are they looking for?
— Analytics, numerical, action orientated, overall impression
— Numeric skills are very important, you need to be aware that pressure + maths generally do not go well
— You will not be given very complicated maths but it can be hard under pressure, so rehearse, play with percentages and simple adding, subtracting, multiplication
— numeric mistakes can cost you opportunities

How to prepare?
— Review cases from company websites
— Victor Cheng: http://www.caseinterview.com/ ; Crack the Case by David Orvhall
— Reverse engineer a current affair case, what had to be true for this to be possible? What had to be the case for the deal to be attractive?
— Just reading cases is not enough, reading will not trigger the panic and confrontation of facts
— Be well read, keep up to date with what is happening in Australian business (AFR), be aware of topical events and business trends in Australia, what the firms you are applying to are working on, there will be an expectation that you are interested and across these events
— Review and repeat your cases, how can you do better? What did you leave out?
— Plan ahead, schedule your practice, vary your cases

Typical mistakes
— Do not jump straight in without thinking about how to approach the problem, wait and take a minute to make sure that you are clear
— It is important to communicate with the interviewer what you will be doing, your approach, how you plan to solve the problem
— People forget to ask who the client is. Don’t let the pressure make you forget the basics
— Be purposeful and cohesive in your thinking and questioning, weave a story
— Try to look at the bigger picture, do not get caught on small facets of the case
— You need to have data to base your findings on, your personal view may be the start of a hypothesis but you need to back it with facts
— Display some knowledge and business sense
— With a market sizing case, you assume everything, it is more to see how you take a big problem and break it down to easy parts to solve
— Make sure that if you get a bit lost, make sure you take time to regroup back to what you said you will cover
**How to make a great start**

- Actively listen to the question, what are the issues? What is the common sense answer? How could I explain that in normal layman terms?
- Tell the interviewer your story, take them on your journey as to what you are thinking
- What is the SO WHAT?
- Be in charge of the discussion, you are driving the interview, show them that you know what you are doing
- Active not reactive questions to be data driven and precise, ask for what you want, avoid being vague
- Give small conclusions along the way, helps you explain why you are taking the conversation the way you are
- Make sure you note risks, how would you minimise them, better if you identify them before the interviewer

> “Remember, frameworks are important but are not everything.”

- You can guarantee the interviewers have heard them all and will not be impressed that you know 5 Forces. This does not allow you to show any creative or original thinking and how do you even know that you are using the right one?
- They are looking for original thinkers, people with ideas, not the ability to remember a previously devised structure
- Be logical and structured, stay on one thing at a time and do not jump all over the place
- If you have an idea while discussing something else, write it down to come back to it
- Take the time to put some structure behind what you will be talking about and keep in the question in mind, the bigger picture and the **SO WHAT?** in mind
- Be data driven. Get facts to support your hypothesis, let facts drive the answer, not your personal view
- Make sure your questions are moving the case forward, remember the problem you are trying to solve
- Your final recommendation is important as the intro - "This was the question, this is my findings, this is the solution I suggest, this is the result of us doing this"
- Don't bring new concepts into the conclusion that haven't been discussed in the case
- You must give a view/recommendation, be confident with your findings
- Try to include numbers, percentages
- Majority of cases are all about maximising value for the client. If you are lost always remember, how do you make the company more money!!
- Case types: Classic cases and general New Direction, Change of Scope, Operational Improvement and Threat / Most are New Direction and Operational Improvement
- Prepare your questions prior
- Be aware, there will always be maths so make sure you are comfortable doing sums quickly without a calculator and while people are looking at you
- Keep track of time and take the hint from the interviewer. If they stop you to give you extra information or ask a question, it is to help you and keep you on track, so be self-aware and take the hint
- Actively listen to what the interviewer is saying
- What is the big picture, what is the bottom line?
Attendees
Nigel Andrade – Partner
Robert Bustos-McNeil – Principal
Fred Avellen – Manager, Procurement Solutions
Pete Huggins – Manager, Procurement Solutions
Robert Kuijken – Manager, AGSM alumni 2011
Viplav Dangwal – Associate, AGSM alumni 2014
Shyamala Chandrasekar – Associate
Ly Dang – Recruitment Coordinator

Representation across various roles in the organisation, analyst, managers, associates.

AGSM Consulting Club assembled questions for ATK, nothing out of bounds, the good, the bad, the ugly!

How often do you look inwards and put internal consulting measures in place at your own firm?
— Focused on internship program recently, how do we increase the number of offers? There is an increasing marketing, why limit to summer internship? Do a bi-annual intake, same frameworks apply to their own business issues
— Would like to be more innovative with service offerings and how they work with clients
— Ran a global ATK wide competition for anyone in the firm to generate ideas and innovative offerings, top seven invited to global event in Berlin, testing ideas in a hothouse environment
— A year ago did a classic strategy project on itself, what are the strengths and service offerings? What are those sectors they should be investing in?

Please expand a bit on the Procurement Analytics Services sector
— Started only three years ago as part of a re-engaged focus. What happens when you have the data but not the knowledge to get the most out of the information, so deciphering and commercialising the data, and focused on more advanced types of procurement
— Working with supply chain in innovation - collaborative optimisation, freight going in and out to a specific part, source contributors for particular legs of journeys
— Very pragmatic and advanced in analytical thinking

Why does a client chose ATK?
— ATK has incredible growth rate, why? Mental positioning is that of the innovator engineer. The way they like to approach problems is about thinking about the question and solving it in the most radical way, and also having the expertise to tackle the big problems
— Smart and strategic hiring, industry experience, leadership and innovation qualities. Diversity of backgrounds is important, leading people and industry experience over career consultants ATK are business people first, consultants second which is what makes them attractive to clients
— Most work is about sitting with client to understand fully what the problem is and how it can solved
— Every problem is unique, every client is unique
— Coming up with something that the client can digest, can they get it done?
— Clients now want people who knows how to do something, not someone who will come in and say "we'll figure it out when we get there" or "we have a binder full of frameworks"
— It's important to be able to be agile and customisable, utilise some methodology and some IP but mostly rely on creative thinking. Each engagement is generally 50% bespoke consulting

History lesson on ATK
— McKinsey and Kearney started together in Chicago in 1929 McKinsey leaves to open an office was opened in NY, becomes McKinsey & Co.
— Basic difference is McKinsey was a lawyer and Kearney was an engineer
— 2006 - 44 partners brought back the firm from eds, actual ATK history starts from then
— Leaves them with passion to reclaim lost ground and an aggressive growth strategy
— Broad based financial services, operations through to classic strategy work, a lot of work around the customer centricity. Sub sectors: banking, insurance, wealth management, market specific to where the individual firm is based

**Typical career path**
Business analyst for undergrad, then senior business analyst, then consultant, then manager, then principal has specific industry expertise, then partner which heads up practice area

**How do you become a practice leader?**
— Moving from associate to manager is where you start building this platform. It is where you start diving deeper into what are you good at, what your strengths are, once you rise to principal level there is more networking and business development expected, takes time to build the network and reputation
— Growth aspirations means they have a need to innovate

**Work in information technology sector? What kind of projects?**
— Practice is called SITP, don't do it delivery, can get involved in architecture but that is more at the extreme end of the current projects
— Lots of work around lean/agile, at an infrastructure level
— Just won big project with leading insurer to optimise its infrastructure ATK SITP department are generally ex-CIO's, the link between IT and business value

**Segments for focused growth?**
— Financial services is a target. They are currently looking to see where they are underpenetrated, where they can add value, where can they invest money to build practices
— Healthcare in japan, oil and gas and energy
— Growth service lines in analytics, organisation transformation, culture and soft skills
— Long standing pillars of consumer goods, telco, media and technology which receive continual investment

**Why is consulting a flat market when companies are in need of assistance?**
— There is a disconnect between the company spend and company value for consulting
— People are trying to find ways to find value in consulting. 10 years ago consulting was a generalist market, this has shifted to a want for deeper and industry specific expertise, an established track record of performance and results
— In the past people would buy case studies and frameworks, now they want insights and innovation. Insights valued over the approach
— Consulting projects are becoming smaller, more and more are shorter engagements. 3 month projects are now the norm Australia is at a different stage of development, more immature consulting market compared to some of the other economies
— This is an opportunity for ATK to see where the buying patterns are and get there faster. Predicting where the market will go gives an opportunity to predict where to grow thus getting a bigger market share

**Challenges?**
— Finding the right people to join the business across all levels
— Finding innovative ways to keep relevant, a challenge that is worked on across the firm
— Consulting isn't that easy anymore, expectations are higher on the client side, need new ideas and innovation, ATK are lucky to be very collaborative, seek insights from colleagues elsewhere Nigel - struggles with the brand. Not as well-known as some of the pillars of the consulting sector, as at 2006 was a restart. All brand equity needs to be rebuilt, climbing uphill with the brand
— The firm will appeal to people who are independent and entrepreneurial, if you are looking to build a brand rather than join a brand, this is for you
— Challenge in talent retention, MBA grads generally join for 2 years to try it out and get the consulting experience, rather than look to join a firm for a longer term
— Candidates are given an option to gain the right experience, given the opportunity to try out different sectors, big focus on culture, mixing, international secondments
— Hiring people that are in demand make it hard to keep them so big focus on making sure professional development is a priority and the culture is celebrated In a firm the size of ATK, every loss is felt

Travel opportunities?
— Marc Thiebaut (AGSM Alum 2013) in Johannesburg
— Michael Dunstan (AGSM Alum 2014) in Ghana
— Maria Martinez (AGSM Alum 2012) in London
— Networking aspect is important and valuable
— Mobility between global practices is not something that you typically get to do in the first two years but you can apply to go and so long as there is room, it is absolutely possible
— Opportunities to go on Australian projects overseas, success in moving their people around, taking knowledge and expertise from one part of the world and sharing with global offices
— Clients want people who have experience with similar projects in other markets

What is the role of consultants in sales process?
— Partner will coordinate the process
— Manager/Associate does main chunk of work, meeting with clients, devising strategy, involved in pitch
— Important that you are at an uncomfortable but doable position, new comers get eased into the sales process, good to know how the client mind works, what they want from the project

ATK differentiator?
— They believe it’s important the way in which they work with clients, work as joint client teams, clients genuinely enjoy working with ATK teams, client feedback is consistently very good, clients invest in and come back for individuals, not the firm ATK is very accommodating for staffs personal circumstances

How does ATK give back?
— Exciting part of keeping the community engaged and active, worked with indigenous group in methodology for better measurement of performance to secure better funding, pro bono
— Do work for NRL, each partner can chose own passions
— Associates and BA started new venture addressing how can they add value to the community, lots of initiatives around how to do better, went to Salvation Army and volunteered time, taking time from your day to do some good
— Genuine giving back to the community rather than a check list

Resources and training?
— A new starter will start in a cohort so that you have peer support. There is a new starter development program when you join and then 6 weeks later you will be sent to New Consultant Orientation, specific for associates
— Provided with on the job training, mentorships, an array of programs on offer so that you can sit down and see which ones would best help your individual development
— New starter gets a buddy, which is a really important program to assist with transitioning into the firm
— Social and quarterly events, celebrate birthdays, celebrate wins together, helps to insure new starters are transitioned into the firm

How do you manage a client who sees you as a threat?
— Clients are generally three things, either uninterested, very enthusiastic or perceives you as a threat. It is important to understand why they think you are a threat, job as consultants to make the client look great and convince them that you are here to work together in the shared goal, find new ways of working by having access to a wealth of expertise
— Set them up for success
— Shoulder to shoulder approach with engagements, not head to head

Journey from AGSM to ATK?
— Adjustment, challenge, learning
— Takes a bit to get adjusted to the mindset after MBA. The MBA was the easy part
— Transition can be intimidating to start with but you are given all the support necessary to make the transition smoothly
— Huge learning curve

Recruitment
19th September Applications open
24th September Applications close
1st round - analytical test (50 mins), similar to quant section of the GMAT and 2 x fit and case interview (60 mins)
2nd round - 3 x fit and case interview
6th October Offers out
Apply via this link: http://www.atkearney.com.au/careers/apply