to meeting you in the months to come. We wish you the best as you prepare, and we look forward to seeing you the best as you prepare, and we look forward to seeing you.

The world is changing quickly, and companies are looking to BCG for advice on weathering the impact of COVID-19. We hope that this guide will be of use as you prepare for your interview. We encourage you to practice questions, read from our books, and attend our workshops to prepare for your interview.

When I think back to the year I interviewed,
Feedback

Generally appreciated.

Explain why you were eliminated.

If you are asked to provide feedback on your interview, you will receive a phone call or email from BCG. You will be asked if you would like to provide feedback. After the first interview round, you will receive a phone call or email from BCG to communicate our decision to move forward. When you have completed your second-round interviews, we will notify you by email, whether we have invited you to continue with the recruitment process.

Second Round

You will receive feedback from your first-round interviewers and will be invited to a second round of interviews. You will be invited back for a second round of interviews when you have successfully completed your first-round interviews.

First Round

You will be invited to a first round of interviews when you have successfully completed your first-round interviews.

Recommending the Next Round of Interviews

Feedback is crucial for improving the recruitment process. Any feedback you provide will help us improve our interviewing process and make a better selection in the future. We encourage you to provide feedback on your interview experience. It is important to give us feedback to improve our performance and make a better selection in the future. We value your feedback.

Members of the Team

Interviewing case studies and interpersonal skills will be emphasized during the first round.

In the first round, you will be invited to a second round of interviews. The second round will be conducted within a few days of the first round. You will be notified by email, whether we have invited you to continue with the recruitment process.

In the second round of interviews, you will be invited to a second round of interviews. You will be invited back for a second round of interviews when you have successfully completed your first-round interviews.

Conclusion

We look forward to meeting you. We value your feedback and will use it to improve our recruitment process.
sense of humor, and a clear ability to listen and communicate clearly, and personal fit with BCG's culture and practices. Throughout the interview, we test your experiences, achievements, interpersonal skills, and learning.

The experiences we focus on are experience of a period of your life. There is no rigid formal formula. Our interviews are designed to know the personal background of an interviewee, to ask questions if you are interested in personal. The experiences are focused on your professional background. We ask about your experiences, how you handled difficult situations, and your ability to work in a team. Our aim is to assess your candidacy, the interview is not an examination of your interviewee, but an opportunity to discover whether you are suitable for BCG.
Dos

Conclude with your most relevant recommendations. Your key hypothesis and the conclusion developed in your hypothesis-driven questions will inform your recommendations. From there, summarize your analysis and conduct your analysis.

Do: Synthesize your thoughts and conduct your analysis.

Discover the key issues for your interview questions. Your recommendations should be actionable and data-driven. When you have formed opinions and done decisions, your calculations will help you understand the key issues.

Do: Make quick and accurate calculations.

If your assumptions are correct, knowledge of these issues is how I would spend the money.

Do: Demonstrate your understanding of the company/organizational structure.

Assess: accomplish the same streams. Given the company's unique approach, how might competitors respond? Are there other ways to


The interviewees' ability to answer questions about the problems, their hypotheses, and the interview questions, in addition to your thought processes, is how you will conduct your analysis.

Do: Focus on high-impact issues.

Know why you chose those key issues.

Your recommendations should be explicit. So that the interviewee potentially creates the most value, make the logic behind explore further. Focus on recommendations that can

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Do: Focus on high-impact issues.
Straight to the issue.

Simple and clear framework actually helps you go business situation discussed. Make sure that you keep it straightforward frameworks do not always apply to the

Don't 5: Stick to an Artificial Framework

Limited to answers and solutions.

and implications explicit. A good case interview is not

The interview is set up as a discussion. Make your point.

Don't 4: Initialize Your Thought Process

Think critically and be flexible in following the road that

Least whether you firmly believe in what you are saying

Sound and supported. The interviewer may also wish to

but be ready to deviate your approach if you believe it is

adjust your answer. Don't define your answer at all costs.

case the interviewer will let you know so that you can

square with the facts of good business practice. In that

if you believe the recommendations you develop don't

Don't 3: Define Your Recommendations at All Costs

Interacting with the Interviewer

With your hypothesis. Generate options and develop a solution. Do

enumerate the interviewer to discuss your thoughts. Present your

make progress or if you get stuck. The dialog of the

DO NOT force it if you do not seem to

you are not expected to know everything about every

Don't 2: Push If the answer is not readily apparent

As this may steal time from exploratory discussion later.

repeat back all the facts that have been presented to you

some elements are unclear to you, don't need to

question and ask specific, follow-up questions. It

prior to your analysis, make sure that you understand the

Don't 1: Immediately Jump into the Analysis Without a Proper


Situation may be chosen.

Did not try to play the role of a person you think we would

Last Words of Advice

Life to thrive, be yourself. That is who we are interested in.
Interviewers have discussed
recommendations based on what you and your
present your thoughts logically, be creative, and make
questions when you are trying to clarify information,
book talk you’re a techie to do so. Instead, ask
solution using pre-formed structures just because a
experience, they are all unique. Don’t try to face the
because the interviews are often based on real BCG case
tailoring a typical consumer.
more interesting your ideas, the better.
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every day.
In the case interview, we score the candidate's analytical skills. These skills are assessed in the case interview. We believe in the power of anecdotal examples and stories to illustrate the candidate's experience and skills. Demonstrating one's ability to provide clear and concise explanations of a given situation is key to the interview. It is important to organize the candidate's thoughts and provide an thoughtful explanation of the candidate's potential. The candidate's responses and experience are discussed and analyzed, highlighting the candidate's analytical skills. The case interview is a critical part of the interview process and provides an opportunity for the candidate to demonstrate their potential. The candidate is expected to respond to questions in a structured, logical, and thoughtful manner, illustrating their analytical skills.

My experience as a recruiting intern at BCG

My experience as a recruiting intern at BCG has taught me valuable skills that I will apply in my future career. Working with the Boston Consulting Group (BCG) has given me the opportunity to develop my analytical and interpersonal skills. BCG is a global consulting firm with a diverse client base, providing me with the chance to work on a wide range of projects. Working with the BCG team has taught me the importance of teamwork and collaboration. I have learned to work effectively in a fast-paced environment, managing multiple projects simultaneously. My experience at BCG has allowed me to develop my analytical skills, honing my ability to analyze data and make informed decisions. I have also improved my interpersonal skills, working closely with clients and colleagues to ensure that projects are completed on time and to the highest standards.

I joined BCG as a consultant in the summer of 2002 and remained at BCG until 2006. I was a project leader in the Dallas office of the Boston Consulting Group and was responsible for leading projects and managing teams. My time at BCG taught me the importance of clear and concise communication, and I was able to demonstrate these skills by effectively conveying my ideas and solutions to clients. I was also able to apply my analytical skills by analyzing data and making informed recommendations for clients. Overall, my experience at BCG was invaluable in developing my skills and preparing me for future career opportunities.
Internet uplink capacity is commercially available. Depending on the required end-user speed, costs are on average €7 per end-user per month. For simplicity reasons, we assume that the consumer pays this cost and that the overall plan is client-owned.

**The Case Interview**

The following case is actually derived from a team project at BCG. Although it has been simplified, it is a case that BCG uses to train interviewees. The problem is to calculate the number of customers at which the new entrant can start running a profitable ADSL service.

**THE CASE**

The situation is as follows: ADSL is a technology that enables the implementation of high-speed Internet services via the existing telephone infrastructure. This incurs the following costs:

- Depreciation of the ADSL equipment over five years at 20% per year.
- 
- The required investment for the ADSL equipment is €120,000 per location, with a depreciation period of five years. For simplicity reasons, we assume linear depreciation with no interest costs. In total, there are 250 locations where ADSL equipment could be installed, covering all households in Norway.
- The MDF access tariff is €11 per line per month, set by the regulator. Most of the revenue comes from the MDF access part.

**THE SOLUTION**

The core of the case is to estimate the number of customers at which the new entrant can start running a profitable ADSL service. The key assumptions are:

- The cost of the ADSL equipment is €120,000, which is a fixed cost for the new entrant.
- The revenue per customer is €11 per line per month.
- The number of customers at which the new entrant can start running a profitable ADSL service is a function of these costs and revenue.

**THE APPROACH**

One way to approach this problem is by calculating the break-even point. The break-even point is the number of customers at which the revenue equals the costs. In mathematical terms, this can be expressed as:

\[ \text{Revenue} = \text{Costs} \]

where:

- Revenue = Number of customers * Revenue per customer
- Costs = Fixed costs (equipment) + Variable costs (depreciation)

This gives us:

\[ \text{Number of customers} \times 11 = 120,000 + 0.2 \times 120,000 \]

Solving for the number of customers gives us the break-even point. This calculation is a basic financial analysis technique, often used in business cases to determine the feasibility of a project.
A: "Oh... so that's a fast-growing market! I would say..."

B: "That's exactly what we were planning to launch. Our new product is going to revolutionize the industry, and we're expecting a 20% growth rate in the first year."

A: "Wow, that's impressive. How many competitors are there in the current market?"

B: "According to our research, there are currently 10 companies in the market. However, we believe our product will have a unique feature that sets us apart."

A: "That sounds promising. How are you planning to reach your target audience?"

B: "We will be launching a comprehensive marketing campaign. This includes social media ads, influencer partnerships, and direct mail campaigns."

A: "Great plan. How much do you estimate the cost for this campaign?"

B: "We have budgeted $50,000 for the initial campaign. Depending on the results, we may need to adjust the budget accordingly."

A: "And what about the timeline? How long do you think it will take to see the first results?"

B: "We expect to see results within the first six months. We will be tracking our metrics closely to ensure we are on track."

A: "That sounds like a well-thought-out strategy. I'm looking forward to seeing the results. Thank you for your time."
**The additional services, the encryption of user data, the improved privacy features, and the customer satisfaction guarantees are the main drivers of this decision.**

A: "Oh, so doubling the speed would increase the cost.

The costs associated with the increased bandwidth and the required infrastructure would directly impact the overhead costs of the network. This would increase the overall expenses.

Yes, excessively high speeds would be possible, but it would be impractical.

If we were to assume the speeds you can get from the current services, we would need to increase the service capacity by almost 50% to accommodate the increased demand.

A: "Yes, exactly. This would be possible, but it wouldn't increase the service.

For instance, a larger number of customers would be interested in the premium packages if we were to offer them. But increasing the speed and offering more features would be more effective.

A: "I agree. The way we have been looking at it.

I would suggest that the business case more accurately reflects the true cost. It's important to consider all the factors involved.

A: "Yes, the cost-benefit analysis should be taken into account.

If the cost of the service has been considered, I would stand behind this decision.

A: "Sorry, that's not what I had in mind.

If you were to allocate the resources for this project, it would be more efficient.

A: "But what would be your judgment on this?

If you have a look at the current customers, we could also consider how the new customers would react.

A: "I agree. The new customers would want to switch.

But what would be the impact of this decision on the business?

A: "Yes, it's a tricky business to step into.

The competitors would love this price cut, but if they are satisfied with the current services, they might be reluctant to switch.

A: "So, the ADSL market would increase by roughly the same amount, the ASDL market.

I expect that the total number of customers will increase significantly, as well."
services.

such as expanding the service by offering additional small and medium-sized enterprises, and—perhaps more importantly—a higher speed service for premium users. In particular, to ensure that the ADSL market is set in highly-dense areas.

This is exactly what new entrants have done when you're absolutely right, and you know looking back would make a difference.

Thus only 50 percent of the ADSL equipment cost. That I don't know, maybe only 50 percent of the locations and can packages reach 70 percent of the households through.

instance, the Osaka area pluses some other large cities—we hold on location, if we pick the highly-dense areas—overholds of location. they pick the highly-dense areas—

A: You have a huge variation in the number of houses.

the same, which means...

A: Good point. The area of each region is more or less country.

the number of customers per location equal across the instance, of course the entire country from the states is

A: What about starting in a limited number of regions?

Anything else you can think of?

OK, sounds like these ideas are worth investigating.

cost component across multiple services.

improve the case. I mean, we would spread out larger services we can offer that makes this asset would finally service we can offer. This asset would really make a separate business case for that, plus since, etc. our services. If that's possible, of course, we would need to
Case Example

After graduation very easy...
The Case Interview

Specific skills we test during the case interview:
- Break down the problem and its solution, and point out the
  issues that need to be addressed in a 30-minute case interview. I will tell you
  how to break down the problem and choose the most
  important areas to work on.
- Just one part of a large, approximately three-month
  project, but this specific problem was chosen to be sure
  that we can address it.
- The project is about the creation of a new product.
  A group of engineers were chosen to work on the
  development of the new product. The engineers
  were divided into different teams, and each team
  developed a new product.

After defining the new process and setting up the

phone calls, I decided to make a centralized call center.

Case: This model follows the decision-making process.

Case: The centralized call center is a key component.

This call center is a key component in the decision-making process.

To summarize, the decision-making process consists of:

1. **Defining the objectives**: Establishing the strategic goals of the company.
2. **Diagnosing the current state**: Identifying the current state of the company, including strengths and weaknesses.
3. **Analyzing competitors**: Understanding the competitive landscape.
4. **Generating options**: Developing potential solutions to address the issues identified.
5. **Evaluating options**: Assessing the pros and cons of each option.
6. **Making the decision**: Choosing the best course of action based on the analysis.
7. **Implementing the decision**: Executing the chosen solution.
8. **Evaluating the results**: Measuring the effectiveness of the decision and making adjustments as necessary.
The following is an example of a structure you could use to solve Question 1:

**Question 1:** How would you calculate the required number of call center agents needed to fix the problem?

Let's assume that the overload in the call center is at its highest level, and we need to calculate the number of agents required to handle the current number of calls.

Possible answers to this question are:
- Untrained call center agents
- Poor organization of the call center
- Poor planning
- Stress
- Lack of call center agents
- Caused by supply

These main causes in more detailed possibilities:
- Bad weather
- High season
- More calls than expected due to international event
- Peak in demand
- Cause by demand
- Calls are not transferred to the centralized call center

The first question tests your creativity and your ability to think outside the box.
cumulative number of customers who have the potential to contact the calculated call center

Note: Customers are migrated over the course of a year to call center access.

The chart shows the cumulative number of customers who have the potential to contact the call center over the course of a year.

**Question:** How many agents are required in week 20?

**Answer:**

To determine the required number of agents, we need to calculate the average time per call. This information gives us the average time a customer spends on a call. We can then calculate the number of calls per agent required to handle the volume of calls in week 20.

Given that the average call length is 3.5 minutes and there are approximately 1000 calls per week, we can estimate the number of agents needed as follows:

Average call length = 3.5 minutes
Number of calls per week = 1000

Number of agents = Number of calls / Average call length
Number of agents = 1000 / 3.5

Therefore, approximately 285 agents are required to handle the call volume in week 20.

Note: This calculation does not take into account factors such as agent availability, skill requirements, or system capacity.

**Tips:**

1. Always keep assumptions clear and consistent.
2. Use clear visual aids like graphs to illustrate data.
3. Ensure that all calculations are based on reliable data.

These tips will help in making informed decisions and preventing errors in calculations.
example. By asking the question, "How many employees will be needed?" the solution can be obtained for a given number of employees. The solution also helps in determining the number of employees needed at any given time.

For the third level, a possible solution is:

- Increase the capacity of the system
- Reduce the call volume

There are three levels to decrease the number of agents needed:

1. Reduce the call volume
2. Reduce the agent's handling time
3. Increase the capacity of the system

Question 4: What are the next steps to help the call center manager with the expansion of their operations?

- Increase the capacity of the system
- Reduce the call volume

The average settlement time is 240 + 60 seconds = 5 minutes. Therefore, there are no additional training cells needed.

However, since the number of agents in the center is limited, we need to determine the number of agents needed to handle the increased call volume.

In this case, you would need to calculate the number of agents required to handle the increased call volume. You can do this by estimating the number of calls expected and determining the number of agents needed to handle them.

If you have a call center with 100 agents, you would need to determine how many additional agents are needed to handle the increased call volume. You can do this by looking at the current call volume and estimating how many additional calls are expected.

Once you have determined the number of additional agents needed, you can then schedule the training of these new agents. You should also consider the potential for future growth, as this will help you plan for future expansion.
The Boston Consulting Group has more than 65 offices in over 35 countries.

To learn more about BCG, to find out more about activities on a campus near you, or to apply please visit www.bcg.com.

Case Interview:

Which happened in my case: I wish you all luck in your very well become the partner of your first project at BCG, you would do a consultant and your interviewer could run solving the case—the process is very similar to what one last piece of advice: Just be yourself and try to have information given and are deriving the right conclusion from the case interview. It is always important to make real-life case is