



Boston University School of Management
Feld Career Center

Consulting



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Careers in Consulting

What is consulting?

Although we commonly hear about "management consulting," a career in consulting can encompass a wide variety of industries. In essence, consultants are hired advisors. They tackle a wide variety of problems and provide solutions for their clients

Overview of Field/Industry

Consulting, simply put, is the business of helping companies make decisions. Consultants are primarily professional problem-solvers and advisors who contribute an objective point of view. By using fact-based, analytically driven thinking to break problems down into components and solve each component, consultants reach a single perspective on a problem.

Management consulting firms sell business advisory services to the leaders of corporations, governments, and non-profit organizations. Typical concentrations in consulting include strategy, IT, HR, finance, and operations. Types of problems in consulting include pricing, marketing, new product strategy, IT implementation, or government policy. Finally, consulting firms sell services in virtually any industry, such as pharmaceuticals, consumer packaged goods, or energy.

Firms can be organized or broken up according to topic, type of problem, or industry. For example, a firm might focus on strategy problems only, but in virtually any industry. Bain & Company is an example of one such firm. Another firm might focus on a specific industry, but advise on nearly any type of issue. And some firms are extremely specialized. For example, a firm might have only two employees, both focusing solely on competitive analysis in the telecommunications industry. All of these are examples of management consulting.

Consultants work on projects of varying lengths at varying sites for different clients. What you do will depend on your seniority, experience, phase of the project and your company. If you are a partner, you are selling work most of the time, whereas if you have a recent MBA degree, you are probably overseeing a couple of entry-level consultants doing research. For the most part, we'll describe the job that entry-level and mid-level (MBA or the equivalent) consultants do. Generally, projects follow the pitching/research/analysis/report writing cycle.

Depending where you are in the project lifecycle, here are some of the things you could be doing:

Pitching -- Selling the practice

- Helping to sell and market the firm (preparing documents and researching prospective clients in preparation for sales calls)
- Helping to write the proposal
- Presenting a sales pitch to a prospective client (usually with PowerPoint, Microsoft's presentation software)

Research

- Performing secondary research on the client and its industry using investment banking reports and other research sources (these include Bloomberg, OneSource, Hoover's Online, Yahoo! News and SEC filings)
- Interviewing the client's customers to gather viewpoints on the company
- Checking your firm's data banks for previous studies that it has done in the industry or with the client, and speaking to the project leads about their insights on the firm
- Facilitating a weekly client team discussion about the client company's business issues

Analysis

- Building Excel discounted cash flow (DCF) and/or other quantitative financial models
- Analyzing the gathered data and the model for insights
- Helping to generate recommendations

Reporting

- Preparing the final presentation (typically a "deck" of PowerPoint slides, though some firms write up longer reports in Microsoft Word format)
- Helping to present the findings and recommendations to the client

Implementation

- Acting as a project manager for the implementation of your strategy, if your firm is typically active during the implementation phase of a project
- Executing the coding, systems integration, and testing of the recommended system, if you work for an IT consulting practice
- Documenting the team's work after the project is over

Administration

- Working on internal company research when your firm has no projects for you. (Being unstaffed is referred to as being "on the beach," a pleasant name for what is often a tedious time.)
- Filling out weekly time tracking and expense reports

Keep in mind that the analysis phase -- usually the most interesting part -- is probably the shortest part of any assignment. Consultants staffed on projects typically do a lot of research, financial analysis, Excel model building and presentation. You will attend lots of meetings in your quest to find the data, create the process and meet the people who will help you resolve the issues you've been hired to address. And, when you're not staffed, you will spend time "on the beach" doing research on prospective clients and helping with marketing efforts. (It's called "on the beach" because the time when you're not staffed on a paid engagement is usually less frenetic -- though not always so!) Consulting firms spend a lot of time acquiring the work, and depending on how the firm is structured or how the economy is doing, you could spend significant amounts of time working on proposals. For you, this usually means lots of research, which is then elucidated on the omnipresent PowerPoint slides.

To some extent, though, the boundaries of the job are virtually limitless. Each project carries with it a new task, a new spreadsheet configuration, a new type of sales conference, or an entirely new way of thinking about business. To top it all off, you often must travel to your work assignment and work long hours in a pressurized environment. It's not easy.

Types of Consulting

The types of consulting most firms offer can be divided into five general categories:

Strategy Consultants

Information Technology Consultants

E-Business Consultants

Human Resources Consultants

Boutique Consultants

Strategy Consultants: aim to help a client's senior executives understand and face the strategic challenges of running their company or organization. Most consulting firms have a strategy practice. Examples of companies that specialize in strategy consulting are: McKinsey and Co., Bain, Boston Consulting Group, Booz Allen Hamilton, and the Monitor Group.

A list of the top 50 management and strategy consulting companies can be found at

http://www.vault.com/nr/consulting_rankings/consulting_rankings.jsp?consulting2007=2&ch_id=252

Requirements to Enter most top-tier strategy consulting firms: **700+ GMAT and 3.8 GPA. In addition, you must have the ability to master a case interview and have excellent communication skills, both oral and written. Industry specific experience is preferred.**

Information Technology Consultants: work with corporations and clients to best leverage technology for the organization. IT consulting engagements that involve a broad view of the client's business or high-level technology decisions are usually called simply "consulting" or "strategy" projects and often involve aligning a client's IT infrastructure with its overall business strategy. These technology consulting groups are often managed by industry specialists (e.g. utilities, financial services) who are deeply familiar with the specific information challenges faced by potential clients.

Many technology strategy engagements fall into the business process reengineering (BPR) category. When a company decides to purchase a new software package, or to simply improve its business processes, the result is not just a new IT system of some sort, but usually a dramatic shift in the way people interact. BPR assignments involve rewriting work rules and shaping communication paths, calling upon the consultant's general business know-how more than technical computer knowledge.

A list of the top 50 technology consulting companies can be found at:

http://www.vault.com/nr/consulting_rankings/techconsulting_rankings.jsp?techconsulting2007=2

System integration

This is one of the traditional jobs of the IT consultant, and a growth area today as companies add more IT systems to their business processes. When two companies merge, or a single company wants to implement new hardware or software, they turn to consultants to make all the technology compatible. Sometimes, this is a simple matter of installing upgrades or changing settings. More often, it's a long and arduous process of writing new code to force all the machines and existing software to play nicely together.

Outsourcing

Another long-time area of tech consulting expertise, business process outsourcing (BPO) is the bread and butter of many firms. Some companies find it easier and more cost-effective to pay somebody else to manage their technology for them. The consultants, in effect, become the client's IT department. They handle everything from help desk and call center operations to server maintenance to passkey and ID tag issuance. Even governments and their armies outsource nowadays; CIBER has a number of contracts with the U.S. Army Reserve's Regional Support Commands and the U. S. Army Civil Affairs and Psychological Operations Command, while Computer Sciences Corporation has outsourcing deals with the U.K., Germany's armed forces and Australia.

Enterprise solutions

Besides motivating some of the ex-accounting IT consulting firms to change their names, another impact of the Enron (2001) and Worldcom (2002) accounting scandals was the summer 2002 passage of the Sarbanes-Oxley Act. "SOX" mandates that companies publicly listed in the U.S. market conduct internal audits, provide more detailed financial information to investors, and store financial data for a certain period of time. Many companies initially thought they could manage the IT implications of SOX on their own, and it has taken a couple of years for huge SOX-compliance IT contracts to become common. Companies have found that they need vastly improved data storage and records management systems, security systems to maintain confidentiality of their newly prodigious amounts of financial information, and process management software systems to facilitate audit, tracking and reporting requirements.

Sarbanes-Oxley compliance is just one of the major types of consulting that is generally bundled into the "enterprise solutions" category. Supply chain consulting, for example, is an even larger piece of the enterprise solutions pie. Enterprise resource planning (ERP) is another example of an enterprise-wide solution.

Customer relationship management (CRM) systems garnered a lot of hype in the late 1990s, only to be hit hard by an economic downturn that meant even the most technologically sophisticated customer management wasn't going to grow sales. CRM consulting engagements involve developing organized and efficient ways for clients to manage relationships, usually through a complex software solution for storing and mining large amounts of customer data.

Web services

Long the domain of design and hosting companies based in Silicon Alley (New York's tech center), web services include e-commerce implementation and other secure-transaction work, though consultancies do some page design and site hosting as part of their overall deliverables as well. This specialty is receiving a lot of attention from major technology players like IBM, Hewlett-Packard and Accenture. (Note that many major hardware companies like Cisco are involved in "managed services," providing underlying hosting, monitoring and technical support to their e-commerce customers.

Research and development

Some consultants spend their time in the lab creating new hardware and software. Often, this work is geared toward creating new products (servers, analysis software and the like) that will help the consultancy sell work or complete the engagements it undertakes. In other cases, the consultants must create something entirely new for a client's use; for example, military contractors like Raytheon.

E-business Consultants: solve problems connected with e-business and e-commerce. E-business consultants assist in developing online solutions that meet specific business objectives. eMarketing Consulting Services include;

- Information Design
- Analytics & Research
- Usability Testing
- Lead Generation Strategy Development
- Search Engine Marketing (SEM) Strategy Development
- Online Advertising Campaign Development
- Online Brand Development and Management
- Search Engine Optimization

Human Resource Consultants: understand, develop and implement the effectiveness of companies' human resources programs.

The abilities crucial to success as an early-stage consultant include the following skills and attributes: Problem Solving, Taking Initiative, Interpersonal Effectiveness, Critical Thinking, and Quantitative Analysis. Consulting firms traditionally hire a larger number of non-business undergraduate students than other business sectors due to the nature of the diverse skill sets required. An example of a human resource consulting company is Mercer Consulting

Boutique Consultants: Boutique firms support their clients with highly-specialized expertise. Boutique firms choose to focus on a smaller number of industries (energy, life sciences, retail, healthcare), functions (M&A, economics and litigation, turnaround), or methodologies (real options, EVA).

There are a couple of common misconceptions about boutique firms. One is that being a "boutique consulting firm" necessarily implies being a small firm. This is not the case. A boutique is determined not by size, but by focus. L.E.K. Consulting (which was founded by a handful of former Bain partners) has roughly 500 employees, but we would consider the company a boutique because of its specific focus on three types of strategy consulting problems-M&A, shareholder value, and business strategy. Another misconception is that boutiques are less prestigious than the multi-functional firms. This highly depends on the area of focus. For example, BCG is extremely well-regarded across many industries for most types of strategy problems, but for a decision analysis or real options strategy problem, clients might turn to Strategic Decisions Group, which focuses on those areas.

All this said, we should note that many boutiques are indeed small, ranging from upwards of 200 employees down to a single consultant. Often, boutique consulting firms grow from the expertise and client relationships of one to five founding partners, and unless it sells a consistently large flow of work, the firm has no compelling reason to grow quickly. Also, smaller boutiques can deliver services at lower costs than the larger consultancies because a smaller firm requires less overhead and less extra "capacity" (i.e., consultants), so their services might seem more attractive to prospective clients than those of the more expensive firms.

If you are especially interested in a particular industry or type of consulting problem, definitely do your homework on the outstanding boutiques in that field. If you find the right company to match your interests, you will spend all of your time doing the work you dreamt of, and that is a much harder goal to achieve within a more diverse consulting firm.

Examples of boutique consulting projects:

- A consulting firm with a well-known shareholder value methodology helps a beverage company establish value metrics in its business units
- An economics consulting firm helps a foreign government decide how to structure the privatization (sale) of its utilities through an auction
- A niche R&D strategy consulting firm deploys two consultants to a high-growth semiconductor company in Silicon Valley for a 3 month project to improve R&D processes
- A process reengineering boutique snares a 6-month project to assist implementation of new supplier standards for an automotive consortium
- A turnaround consulting firm helps a telecommunications hardware firm restructure its organization until Chapter 11 bankruptcy

Leading boutique consulting firms include Charles River Associates (economics and litigation consulting), L.E.K. Consulting (shareholder value, M&A, and business strategy), Marakon Associates (shareholder value methodology), Archstone Consulting (operations), ECG Management Consultants (Healthcare.)

Internal vs. External Consulting – Vault.com

While many readers have expressed interest in external consulting, I bet there are a few out there who wonder about internal consulting. My career includes both working as an external consultant for two of the Big Five and a startup Internet consulting company, as well as working as an internal consultant for one of the world's largest investment banks. This article is for all those interested in internal consulting. While I will not describe all similarities or differences, here are enough descriptions to get you started.

Similarities

Similarity 1: The Dynamic Environment

Consulting, in general, offers a variety of projects and interaction with a large range of clients in different industries and/or environments. No two days are the same. No two projects are the same either. Each day, we get to stretch our intellects and creativity. Those case questions in the interview process actually represent the kind of thinking required in our jobs. On the message boards comparing consulting to other industries, stimulation and challenge are the two characteristics that consultants consistently mention.

Similarity 2: Networking and Influence

We also get to rub shoulders with some of the most brilliant minds in industry. There are very few careers where we get to meet and dialogue with as many CEOs, board members, and industry leaders. Sometimes we witness and learn the importance of ethics, the impact of poor prioritization, or the negative power of the bottom line (a.k.a. revenue, be it plus or minus). But among them all, we also find inspiration, leadership, influence, and for those of us who are lucky, mentors and other long-term relationships, even friendships. Most importantly, they listen to us and are genuinely interested in our opinions. As a first year consultant, this blew my mind! Me, a fresh graduate, offering insight to men and women decades my senior and with far more experience. In other jobs, learning is often a one-sided experience for consultants. But in consulting, the learning is most definitely symbiotic between consultant and client.

Similarity 3: Broad Experiences

Our clients range in size, structure, and strategy. We advise on issues both common and unique throughout our client rosters. By the end of our first year, many of our r?sum?s contain a wider range of projects and skills than those in other fields.

Differences

Difference 1: Our Clients

Regardless of whether we are internal consultants or external, the rewards are equal. However, the kinds of rewards vary, because of the environments where we consult.

As external consultants, we engage startups and blue chips. Our clients do not resemble each other. As an internal consultant, we work within one company only. Though we interact with departments of different sizes, our client remains the same. Catering to numerous clients has its advantages and disadvantages, as does serving one client. When working with a diverse clientele, we get to know many industries as generalists, so it takes us longer to become experts. If we work within one industry, the time to specialization decreases, and we get a broad overview of the industry. We know different companies' best practice and how each grapples with their issues. Still, most of the diversity within any industry is vast enough that we still need more time to settle on one or two areas of expertise within the field. With one client, we get to know one industry very well and can

become an industry or product expert much more quickly. However, we miss the chance to broaden our exposure to the numerous environments and people external consultants have.

Difference 2: Project Completion

Working as external consultants, we meet many employees at each client. However, we do not always remain onsite or work with the clients long enough to establish deep-rooted relationships. Nor do we always get to see a project through to completion or know if the clients implemented our suggestions. Internal consultants, on the other hand, work with the same people for longer periods, even if the projects are short-term in nature. So we also know the outcome of our projects and have greater opportunity to manage the projects' outcomes.

External consultants often have to reach out to their clients to find out how that last project is faring, and many times, we are disappointed to learn the project was never implemented. Maybe funding fell through, or reorganization no longer makes the project necessary, or some other situation arises to obliterate all those hours and ideas we contributed. By this time, there is very little we might be able to do about the client's situation.

This is not always true for internal consultants - often, clients seek us out when it looks like the project's value will diminish. Also, because internal consultants are already onsite and probably know the management that decided to bypass our recommendations, we can act almost immediately.

Difference 3: Additional Consulting Opportunities

External consultants constantly bear the pressure to identify and close sales opportunities in order to climb the ranks. Unfairly, clients often view external consultants' genuine concern or interest in their firms as another sales pitch. In contrast, the company generally values an internal consultants' advice more, because we are not perceived as only seeking self-promotion at the client's disadvantage. So when an internal consultant recognizes a consulting opportunity, management generally receives our communication more willingly.

Difference 4: Career Transitions

On my first day at my first company, the human resources partner told us one in one hundred of us new employees would stick around to make partner. At the time, I thought I would surely be one of those on partnership track. I also did not understand why anyone would want to leave such a great company. But during my first year, I witnessed a great turnover rate, including partners. Few of us are lifetime consultants. Some of us return to school, but many external consultants join other industries. Our clients offer a great starting point. Sometimes, they recruit us, and sometimes, we solicit them. In contrast, internal consultants wishing to leave the company often struggle more, since a large portion of our network is concentrated under one roof. However, internal consultants who want to transfer out of consulting and into another department generally have an easier transition.

Difference 5: Utilization

Because consulting firms make money based on number of hours billed, external consultants face a lot of pressure only to bill. This translates into more on-the-job training and less formal training. Unfortunately, regardless of whether you are an internal or external consultant, your clients always expect a degree of expertise. Justifiably, they seek best practices from external consultants and deep knowledge from internal consultants - after all, external consultants cost a lot, and internal consultants are cost centers.

Unfortunately, even when external consultants are "on the beach" or want to pursue free formal training, we are often denied and put on development projects instead, like research or proposal writing or presentation support. Internal consultants do not share the same pressures on how we use their time, and management is more likely to allow or send us on training. On the other hand, internal consultants face a higher client

expectation to know their internal clients and the clients' issues. So training is not only easier to acquire, but management tends to view it as necessary for job performance.

Consulting Careers

Whether you choose to be an internal consultant or external consultant, you will have career and growth opportunities available to you in many forms. But like everything else in life, how much you learn depends on you. So be sure to take advantage of every chance to develop your network, your skills, and your talents. Be sure also to recognize what outstanding achievements you contributed toward any project and to put it prominently on your resume.

Necessary Skills & Experience

The consultant's job is generally to define the problem facing the client and propose or implement the appropriate solutions. Candidates should be able to quickly take advantage of prior experience, hypothesize solutions, analyze them, find a course of action, and effectively communicate their recommendations. Firms seeking internal or external consultants expect candidates to have strong problem definition and critical business thinking skills, intellectual horsepower, the ability to work in teams, strong communication and presentation skills, financial analysis skills, leadership skills and intellectual curiosity.

Problem solving/critical business thinking: Candidates will be required to frame common business problems and develop creative solutions. This is most often probed through case interviews which set up a business problem and expect an interactive discussion to reach a solution. Candidates should demonstrate logical thinking, business strategy savvy and analytical skills as they recommend solutions.

Intellectual Horsepower: Consultants hire "really smart" people. They require high GPAs and GMATs. The top strategy consulting firms such as Bain, BCG and McKinsey, will only consider candidates with a GMAT of 700 and above and a minimum of a 3.8 GPA.

Team/Interpersonal Skills: Candidates need to be exceptional team players. Consulting projects are done exclusively in team environments, with consultants typically working with between 1-10 different teams per year. Teams may work late nights in a "crunch" situation, and frequently travel to client locations together. Grace under pressure, flexibility working with diverse managers and the ability to get along in a demanding environment are critical to success.

Communications Skills: Consultants should be superb communicators. They are often required to present information to senior clients or team members, and must do so in a logical and convincing way with poise and presence.

Analytical and Financial Modeling Skills: Candidates should have strong spreadsheet and financial modeling skills. Consulting projects usually require building complex models to understand market or operational dynamics. In the first few years post-MBA, consultants will be required to build the models, while in later years they will oversee the work of newer consultants, insuring the accuracy of the analysis.

Leadership: Consultants view leadership somewhat differently than other fields, seeking "presence" in candidates – that indefinable quality that will allow consultants to walk into a client and gain instant credibility. This is gauged through observing composure and energy in interviews, as well as gaining an understanding of candidates experience in leadership roles.

Intellectual Curiosity: Consultants are by nature intellectually curious. This is demonstrated by candidates asking intelligent questions during an interview, or by their level of engagement during discussions.

Willingness to Travel: Consultants are on the road constantly, usually living near the customer site Monday through Friday. If you don't like living out of a suitcase, consulting is not for you!

Sample Job Titles

These are some of the job titles that are associated with the consulting field. Please note that these titles are used for different positions or levels at different companies, and that this list is only a sample.

- Associate Consultant, Analyst, Business Analyst: entry-level position for undergraduates. Main responsibilities include building models, collecting and analyzing data, reporting findings to case team.
- Consultant, Senior Consultant, Management Consultant: post-MBA entry level position. Consultants manage teams of more junior employees, perform analysis, and participate heavily in client meetings.
- Manager, Principal: Promotion to this level is highly competitive, and many consultants leave the firm before being promoted to Manager. Managers lead teams of employees, manage client relationships at senior levels, and are responsible for the allocation of resources on projects.
- Vice President, Senior Vice President, Partner, Officer: Promotion to the Partner level is even more competitive than to the Manager level. Partners have responsibility for selling client engagements, as well as overseeing the delivery of work.
- Internal Consultant, Internal Strategist, Six Sigma Specialist: Internal Consultants perform similar roles, but do so within an organization.

Interview Process

The consulting interview process usually involves multiple rounds of interviews with increasingly senior managers. Interviews with consulting firms contain two parts: a personal experience portion and a case portion. The case interview is the cornerstone of the consulting interview. Case interviews are broadly defined as interviews geared around solving problems on the spot and they are one of the most common interview formats used by consulting firms. Its purpose is to evaluate an applicant's analytical skills while introducing her/him to the kind of tasks consultants confront. The interviewer presents you with a real or simulated problem to consider. You are not expected to arrive at the "right answer" but rather to demonstrate the ability to break down the problem into manageable pieces, think well under pressure, and be convincing and persuasive. It is not possible to do well on a case interview without significant preparation. There is only one good way to prepare for a case interview, and that is **PRACTICE!** Use the resources available to you such as mock interviews, case interview workshops organized by the FCC, and, most of all, your classmates. Get together with some of your friends and give each other cases. You may even want to tape your interviews on a camcorder so you can watch your body language and your reactions to the interviewer's comments and questions.

Here are some suggestions to help you prepare:

1. Attend the Case Interview Workshop with Marc Cosentino, author of Case in Point. Please contact FCC for event specifics. It will usually be held during September.
2. Practice answering case questions on the following interactive web site: <http://www.casequestions.com>. This is Marc Cosentino's case question web site.
3. Check the MITRAC calendar for general for behavioral and case interviewing workshops.
4. The Pardee library also has many books on case interviewing such as
 - Ace Your Case! : Consulting Interviews : The WetFeet.com Insider Guide (Insider Guides Series : Company Insider)
 - Case in Point:Complete Case Interview Preparation - 5th edition (Paperback) by Marc P. Cosentino
 - Vault.com Guide to Case Interviews, 3rd Edition (Paperback) by Mark Asher
5. Many consulting firm web sites and graduate business schools offer tips on case interviewing, as well as sample questions or scenarios such as the on the Boston Consulting Group web site http://bcg.com/careers/interview_prep/interview_prep_splash.html and the Bain and Company web site http://bain.com/bainweb/join_bain/case_interviews.asp

6. Attend information sessions. Introduce yourself to the recruiters and learn about their recruiting process. Attending information sessions demonstrates interest and many recruiters track attendance against the applications they receive.
7. Before you go to your interview - do your research! Read books, determine consumer trends, speak to consultants or alums at the firm where you will be interviewing for more inside information.

Resources

GSM Resources:

- **MBA Consulting Association** –For information on upcoming meeting and events, check smgmba.com.
- **Consulting Portfolio Faculty Advisor** – Lloyd Baird, lbaird@bu.edu
- **Career Advisory Network** – This is a database of BU alumni that have agreed to give career advice to current students. To access CAN follow the steps below:
 - Go to smgmba.com
 - Scroll down to SMG Career Resources (left side)
 - Click on Career Advisory Network
 - Click on “search CAN online” and enter BU student login
- **[LinkedIn BU Alumni Network](#)** – This is a great resource for finding alums in your industry, geography and company of interest. To join the BU network, click on the link and follow the instructions.
- **[LinkedIn FCC Network](#)** – The FCC network is a great resource to connect with current and former students in your field.

Websites for Industry Information:

- **Vault.com – Consulting Industry Home**
- Company and industry overviews, message boards organized by company, good venue for getting scoop about work environment and preparation required. This is accessible from MITRAC.
- **Wetfeet.com – Consulting Profile** <http://www.wetfeet.com/Content/Careers/Consulting.aspx>
- **Consulting Central** - Consulting News, Analysis and Features [Consultingcentral.com](http://www.consultingcentral.com)
- **Fugua School of Business Consulting Club** - consulting industry profiles, interview information and consulting resources. <http://www.fuquaconsulting.com/www.fuquaconsulting.com/index.html>
- **Careers in Business : Consulting**
<http://www.careers-in-business.com/consulting/mc.htm> -Highly recommended site for general information
- **Inside Consulting**
<http://www.insideconsulting.com> -Advice, information, and guidance on the consulting industry.
- **Consulting Base**
<http://www.consultingbase.com> - Specializes in consulting to emerging markets

Print:

- **The Fast Track: The Insider's Guide to Winning Jobs in Management Consulting, Investment Banking, and Securities Trading** , by Mariam Naficy
- **Consulting Magazine:** Leading magazine covering the consulting industry. The primary companies covered are strategy firms and former “Big 5” firms
- **Harvard Business School's Guide to Careers in Management Consulting**
- **Vault Career Guide to Consulting**
- **WetFeet Insider Guide to Careers in Management Consulting**

Case Interview Prep Guides:

- **Case in Point: Complete Case Interview Preparation: Third Edition**
by [Marc P. Cosentino](#)
- A sample list of questions to review can be found at <http://www.casequestions.com>. (Mark Cosentino’s web site.)
- **Harvard Business School Guide to Management Consulting Firms**
An annually updated guide to a career in consulting with profiles of the top consulting firms.
- **The Vault Guide to Case Interviewing** available on www.vault.com or in the Pardee Library
- **Ace Your Case! The WetFeet Insider Guide to Consulting Interview**
- **The Wharton MBA Case Interview Study Guide : Volume I, Volume II The Wharton MBA Case Interview Study Guide : Volume I** by Wharton MBA Students (Available in the Feld Career Center)

Recruiting Companies

This is a partial list of the companies that have recruited in previous years at BU for MBA consulting positions:

1. Accruent Consulting (Real Estate)	Project Manager; Senior Consultant
2. AIR Worldwide (Risk Consulting)	Risk Analyst; Business Development
3. Ascend Consulting (technology)	Analyst
4. AT Kearney (data analytics group)	Analyst/Sr. Analyst
5. Campbell Alliance (pharma/biotech)	Business Development
6. CapGemini (technology)	Consultant/Sr. Consultant
7. CIBC (banking)	Internal Tech Consultant
8. Citigroup (technology)	Internal Consultant
9. Deloitte Consulting (tech practice)	Consultant
10. Eaton Consulting (cultural integration)	Consultant; Business Development
11. ECG Management (pharma)	Consultant
12. GEN3 Partners (product innovation)	Intern – business development
13. IBM Business Consulting Services	Consultant Supply Chain, Financial Services
14. Kalypso Consulting (product innovation)	Consultant/Intern
15. KEMA Consulting (energy)	Intern
16. MorganFranklin Consulting (finance)	Associate/Sr. Associate
17. Navaera Consulting (business intelligence)	Intern Analyst
18. Navigant Consulting (technology)	Intern
19. Optiant Consulting (supply chain)	Business Development
20. PA Consulting	Consultant and intern (IS, Energy)
21. Parthenon Group (boutique strategy)	Industry Market Research
22. Pittaglio Rabin Todd & McGrath (strategy)	Consultant
23. Pfizer	IT & Finance Audit
24. Simon-Kucher & Partners (pharma)	Consultant
25. SpiderSplat Consulting (internet)	Search Engine Marketing Manager
26. Stax (market research)	Consultant/Intern
27. Sunguard Consulting (finance/energy)	Consultant
28. Teradyne (test equipment)	Internal Consultant
29. Wipro Technologies (tech outsourcing)	Business Development

Recruiting Timeline

Full Time:

The recruiting season for full-time positions occurs in September and October for most consulting companies.

Internships:

- Informational interviews *before* winter break
- Attend as many Information Sessions and Career Fairs and events as possible in the fall.
- Narrow focus by end of fall semester
- Interview/inquire starting mid-January
- Network, Follow Up, Use the Career Center

Sample Calendar of Events

The following is partial listing of career-related events and workshops that we have held in past years. Please check MiTRAC for this year's specific events.

- Consulting Portfolio Kickoff Meeting
- Case Interview Workshop – Presented by Marc Cosentino, author of Case in Point
- MBA CareerExpo
- Consulting Job Search Intensive
- Mercer Consulting Information Session
- NSHMBA Conference & Career Expo
- AT Kearney Information Session
- Nail That Interview
- Consulting Internship Presentations
- Case Interviewing Practice Workshop
- Rhett-Working Consulting