



Issue LV, June 2013

## The Deloitte Corner Booth

*A Deloitte Consulting Newsletter for the Chicago Booth Community*

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### Editors

Robin Knowles

Matt Lackowski

Rachelle Martino

## Greetings from the Editors

Summer has arrived and with it comes INTERNSHIPS! We hope all the 1Y students have amazing experiences – wherever they may be! **As always, we want to hear from you! Submit a Virtual Coffee Chat question and your name to [thedeloittecornerbooth@deloitte.com](mailto:thedeloittecornerbooth@deloitte.com) for a chance to be featured in an upcoming issue.** In this edition of The Deloitte Corner Booth, the newsletter dedicated to keeping in touch with the Chicago Booth community, we welcome our Summer Interns from Booth and hear how one Senior Consultant gave back to the community on this year's IMPACT Day.

In this month's newsletter, we're featuring the following:

- **Deloitte at Booth** – Check out when we'll be on campus!
  - To learn more about careers at Deloitte Consulting, please visit [our website](#)
- **Issue to Impact** – Learn about the impact we have on our clients
  - Deloitte Consulting guides a midmarket, outsourced facilities services company through its “do or die” period as it struggles to profitably serve its customers while it expands into new segments and capabilities
- **Virtual Coffee Chat** – Get the answers to frequently asked questions
  - Sam Oplinger describes his experience on IMPACT Day – just one of the many initiatives demonstrating Deloitte's commitment to the community
- **“Strategy”** – Read the latest thoughtware from Deloitte Consulting
  - Check out a Deloitte infographic about the immigration debate
- **Why Deloitte?** – Link to what others are saying about Deloitte

Thanks,

The Editors of the Deloitte Corner Booth

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[Deloitte at Booth](#)

*[Check out when we'll be on campus](#)*

## Key Dates

No upcoming on-campus events are scheduled at this time.

## Welcome Summer Interns!!!

Checkout who's joined our team for the summer...

### Atlanta Office



Ryan McMullin – Strategy & Operations

### Chicago Office



Ying Liu - Strategy & Operations



Josh McConnell - Strategy & Operations



Gaurav Mujumdar - Technology



Catherine Munaco - Strategy & Operations

### Chicago Office cont.



Charles Okoye - Strategy & Operations



Michael Thompson - Strategy & Operations



Shawn Zhou - Strategy & Operations

### Dallas Office



Doug Pimentel - Strategy & Operations

### New York Office



Daniel Rodriguez - Strategy & Operations

## Issue to Impact

*[Learn about the impact we have on our clients](#)*

**Deloitte Consulting guides a midmarket, outsourced facilities services company through its “do or die” period as it struggles to profitably serve its customers while it expands into new segments and capabilities**

### The Issue

Over the past ten years, our client had achieved tremendous growth and success in the outsourced facilities services market. Its offering and value proposition were simple – rather than each customer location calling its own plumber, janitor, handyman and so on, there would be a single point of contact across the chain for all services. As the organization grew, its entrepreneurial, freewheeling approach became a liability. Groups operated in silos and made quick decisions without consulting the right groups. After a string of important strategic decisions and customer

acquisitions, the client found itself, for the first time, wildly unprofitable and bleeding cash. Changing its revenue model and acquiring restaurant clients had stretched all parts of the business well outside its comfort zone, and if something wasn't done quickly, it would be lights out for this facilities outsourcer.

### The Action

The profitability problem was systemic and fundamental, so Deloitte assembled a team to probe two different areas: pricing and supplier management. Both components had pain points, and given the urgency of the problem, both needed to be analyzed in parallel. Assessing the client's pricing model involved two very different activities: understanding and redesigning how salespeople were incented and supported, and conducting industrial strength data analytics to build a bottoms-up view of profitability and pricing relationships across North America. The supplier management thread addressed the heart of the business – how to manage all the service providers that went on site each day to the thousands of customer locations. To stem the bleeding, the team held bids and negotiations over high-use and new service offerings. This spanned the gamut from phone calls to heavily scripted, data-driven negotiations with the project team, client CEO and CPO, and supplier leadership. To make the capabilities truly sustainable, the supplier management operating model was assessed and rebuilt, from executive visioning to detailed processes.

### The Impact

After engaging Deloitte on a transformative, strategy-through-execution journey, the client overcame its existential crisis. It successfully navigated its cash crunch and improved customer metrics and profitability. The initial assessments identified \$20M in opportunities, and subsequent negotiations and pricing assistance identified millions more. The work we did helped the client expand into additional customer segments – profitably – while engaging many of the structural reasons for its initial distress.

## Virtual Coffee Chat

[Get the answers to frequently asked questions](#)

### Sam Oplinger describes his experience on 'Impact Day' – just one of the many initiatives demonstrating Deloitte's commitment to the community



#### What is Impact Day and how have you participated?

*IMPACT day is a single day in June when Deloitte employees volunteer, working with a community nonprofit instead of working with clients. My first IMPACT Day took place only about a month into my tenure at Deloitte; I figured it was simply another work obligation - a different kind of client. I found an organization named Cara to work with. About an hour into starting my day with Cara, I found myself standing literally in the middle of a hundred students, leading them in an impromptu a capella rendition of "Sitting on the Dock of the Bay." This was NOT just another obligation! It's an enjoyable, out-of-the-ordinary experience I now look forward to every year.*

*I am currently in my third year working with The Cara Program and my second year leading IMPACT Day. Each year we bring over 50 volunteers to Cara's downtown office to participate in one of various workstreams which include a strategy session with Cara leadership and a Mock interviewing workstream with Cara students. I've also taken advantage of some opportunities to work with Cara students outside of IMPACT Day. They are always looking for people to play the part of a potential employer!*

*I see this day as an opportunity to get connected with the community. The Cara Program is nothing short of inspiring, and without IMPACT Day I would never have begun to volunteer with them. Now, no matter how busy I am with my clients, I can count on having at least that one day every year to devote to their mission - a mission I firmly believe in.*

#### What 'impact' have you made on the community? How has the event 'impacted' you?

*The Cara Program is a Chicago area NFP (nonprofit) institution that helps disadvantaged adults develop their personal and professional skills to reenter the job market. Many obstacles challenge people trying to enter the workforce and seeking sustainable employment; challenges that a person cannot overcome alone. Imagine you were incarcerated many years ago. You've served your sentence and you've changed your ways. Despite doing your level best, nobody will employ you with that background. Imagine you've been in and out of shelters for the last 10 years, or have long since recovered from a debilitating drug addiction. A lot of Cara students are in a similar situation. They have all demonstrated their commitment to build a sustainable future for themselves and their families with their own two hands. During IMPACT Day, volunteers get to work directly with those students running mock interviews, reviewing resumes and connecting with people on a very real*

and personal level. It's moving, and it does everyone involved a lot of good.

### **How can new Senior Consultants get involved in planning Impact Day events and other skills-based volunteer opportunities at Deloitte?**

*The easiest and fastest way to get plugged into coordination and planning is to show your interest in an existing activity. You can use the inventory of IMPACT Day activities in AngelPoints to find activities that interest you and contact their coordinators from there. Participating as a volunteer is not a prerequisite to helping out with IMPACT Day coordination. If you mean to find an organization and build an all new IMPACT Day activity from scratch, I can send you a guide that will walk you through a suggested approach to creating an impactful skills-based IMPACT Day.*

## **“Strategy”**

*[Read the latest Thoughtware from Deloitte Consulting](#)*

**Need some insightful reading outside of class? Download the latest in Deloitte publications...**



### **Issues by the Numbers Making America Smarter, Stronger, and Younger**

Explore the numbers behind the immigration debate.

Check it out [online](#).

## **Why Deloitte?**

*[Link to what others are saying about Deloitte](#)*

Learn about the Innovation Partnership Program, a unique alliance between Deloitte, XPRIZE, and Singularity University

Read about it [online](#).

Also, check out the following links!

- [FORTUNE's 100 Best Companies to Work For 2012](#)
- [Top 50 Companies for Diversity](#)
- [CNNMoney.com's Top MBA Employer](#)
- [Consulting Magazine's Best Firms to Work For 2012](#)

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