

DCIP Webinar Transcript



Welcome and thank you for standing by. At this time, all participants are in a listen-only mode. After the presentation, we will conduct a question and answer session. To ask a question, please press *1. You will be prompted to record your first and last name. Today's conference is being recorded. If there are any objections, you may disconnect at this time. Now, I would like to introduce your host, Dennis Espinoza. Thank you, you may begin.

Dennis Espinoza (Dennis): Welcome everyone. I appreciate you joining us for annual informational webinar on the Deloitte Consulting Immersion Program. My name again is Dennis Espinoza. I am a 2010 alum of the Deloitte Consulting Immersion Program and one of several meeting facilitators who will be sharing some insights about the program with you today. The call is intended for students who have been recently accepted into graduate school programs and have an interest into career in management consulting after graduation. So as everyone trickles in, a few housekeeping matters that we wanted to make sure we advised everyone on before we get started. Again, we will be holding all questions until the end of the call. Please feel free to start gathering your questions throughout the presentation and either submit them via IM or the Q&A portion of the call at the end. The meeting materials will be distributed to those registered for the webinar after the call, and if you have any questions that weren't addressed on the call or you don't have an opportunity to ask them, please feel free to send an email over to DCIP@deloitte.com with that question and we will get an answer for you as soon as possible. So flipping over to the agenda.

Again, thank you very much for joining us. We have a good strong group of presenters and leaders within our firm on the line today to be able to share their perspectives on the Deloitte Consulting Immersion Program. We will open with some introductions from those who will be facilitating the meeting for you. We will then go into a brief summary of our firm followed by description of the Deloitte Consulting Immersion Program. We will provide some background what to expect during the summit and why we think it's one of the best ways to understand consulting in our firm. We will then briefly summarize what to expect during the application process followed by our highlight of the evening—perspective from DCIP alum from various years on what they have gained from the program, what it has meant for their first year in graduate school, and how it has impacted their careers with Deloitte. We will close with a brief summary of what the industry analysts have said about the quality of our service to our clients and then the recognition the firm has received for our emphasis on development and diversity. So at that point, we will open up the call for any questions you may have.

So if we can go ahead and flip to the presenters, Mark Horn. Go ahead and introduce yourself.

Mark Horn (Mark): My name is Mark Horn. I am a principal with Deloitte, as part of our Strategy & Operations practice. I have been with Deloitte for over 18 years and I was fortunate enough to be part of a group that started the DCIP program over six years ago.

So, I am very excited to be able to share again with this group and look forward to interacting with many of you as we move through the process.

Dennis Espinoza (Dennis): And again, my name is Dennis Espinoza. I am a manager out of the Chicago office within Deloitte's Strategy & Operations practice. My focus is on improving customer-facing operations for companies within the financial services. I have participated in the Deloitte Consulting Immersion Program (DCIP) in 2010, the summer before enrolling at the Ross School of Business at the University of Michigan. I completed a summer internship in 2011 and then joined the firm full-time after graduation in 2012.

Susan Miller (Susan): My name is Susan Miller. I am one of the campus recruiting leads for Deloitte Consulting out of the Chicago office. I have been with this firm a little bit over two years and am one of the co-leaders of the Deloitte Consulting Immersion Program this year. Now, I will turn it back over to Mark to kick off the presentation portion of tonight.

Mark: So I wanted to just provide a brief overview of Deloitte Consulting and our services. Many of you may be familiar with Deloitte depending on if you have maybe colleagues who work for Deloitte or maybe you even work for clients of ours and have had a chance to interact with some of our teams, but fundamentally, we are a professional services firm. We are actually one of the largest professional services firms in the world based on revenue, and our fundamental goal is to help the largest clients solve their most pressing and complex problems. As you can see at the bottom of the pyramid across the blue bar, we help our clients through a variety of different services, and so like I have mentioned, I sit in our Strategy & Operations group. I primarily focus on our Telecommunications, Media, and Technology clients, but a number of other people that you have heard on the call and others that you will hear later operate across a variety of other industries and services. We, as part of the Consulting group, serve our clients across over 10 different industry groups. So it is primarily the Fortune 500 company base.

When you think of Deloitte and you think about the work that we do, it's really very difficult to kind of put us in a particular box. There are times where we provide very strategic advisory to the C-suite of many companies. As a matter of fact, one of the companies that I am advising just went through a large separation. They are located in Silicon Valley and we are there on the ground providing advisory assistance to them as they negotiate the very challenging issues around separating their company. Another client of mine provides services that I am sure many of you probably use on a day-to-day basis, also based in Silicon Valley, and they are dealing with the challenges of 'how do I scale my operations to match my exponential growth.' The services that we provide really span the spectrum of the problems that exist today in the marketplace. So that is a general overview of the types of the services that we provide. As we kind of go through the rest of this session, you will hear people talk about their experiences and kind of the clients they engage and the type of problems that they help solve, and I look forward to some of your questions during the Q&A where maybe we can get into a little bit more detail of what to expect from a unique program like DCIP as well as the work that we do as part of the broader Deloitte. So I will turn it back over to Dennis to continue with the rest of the presentation.

Dennis: As Mark mentioned, we do heavily emphasize the growth and development of our employee base, and one of the ways that we do that is through the investment in Deloitte University. That is a facility down in Dallas, Texas, where we will be hosting the Deloitte Consulting Immersion Program this year. The program is specifically intended for those who have been recently admitted into graduate school programs and they are interested in a career in management consulting. Again, it will be taking place in Westlake, Texas, which is just outside of Dallas at our Leadership Center, which is where we host clients, employees, and candidates year-round for meetings and conferences. It is a great facility that is consistently ranked as one of the highlights of the Deloitte Consulting Immersion Program. The DCIP is intended for students who will be enrolling in graduate school in the fall of 2015 or expect their graduation in 2017. The program is open to students who may be entering three-year graduate school programs or multi-degree programs that may take more than two years with an expected graduation date that might be after 2017. The program is intended to provide participants with a clear understanding of management consulting at Deloitte, which we will explain in a little more detail on the next slide. The program has been going on since 2010, which has given us plenty of time to be able to refine how we make the most out of this three-day summit.

While at the summit, the program will provide participants with a very clear understanding of what we are looking for in a senior consultant at Deloitte. We will specifically explain how we evaluate certain candidates for the position, including the recruiting process and in interviews. One of the highlights again that is consistently rated as very important throughout the summit is some of the mock interviews that we provide to participants. We will conduct mock interviews so participants can practice their interview skills and get immediate feedback on how to best present their abilities and their talents in what can be a fairly high stress situation. Those that participate in the program are guaranteed a first-round interview spot for on-campus recruiting. It is going to guarantee summer associate interview position in the standard recruiting cycle.

The DCIP is going to be a great opportunity to understand how exactly we go to market for some of our clients. So moving into the center box there, understanding how we present our firm. So specifically, we will summarize our three service areas and how each service area helps industry-leading companies with some of the toughest challenge that they are facing today. We will summarize the industries that we work in, and then, we will also provide participants with a day-in-the-life of a senior consultant experience. Beyond some of the daily client work, we will have practitioners on-site who will be able to share some of the ways that they help develop and drive some of the industry-leading eminence and firm-building initiatives that they participate in on a regular basis.

Moving into the third box, and probably really the most important aspect of the program is some of the networking that takes place down at DU during DCIP. We will have plenty of networking opportunities while at the summit, including inviting many of our internal leaders, like Mark Horn and many others, to be able to share some of the type of work that their client teams are doing on-site on a weekly basis.

We will also have senior consultants on hand to share some of the ups and the downs. We will have a very honest session wherein you will have an opportunity to talk to senior consultants about what they love about their jobs, what they could do without and share all of the insights about what it means to be a senior consultant at Deloitte. It will also be a great opportunity to connect with fellow students who will also be enrolling in business school in the fall. These folks will share some of your same career interests, so an excellent opportunity to be able to network within schools. It doesn't always happen very easily. And it'll be a great opportunity to do all these things while enjoying the social events and facilities at Deloitte University. So overall, consistently rated as something that has been very beneficial for students who are going into business school. I hand it over to Susan for a high-level schedule of what the summit might look like.

Susan: As you can see from this slide, we have got a dynamic couple of days planned out for you to learn and connect and have a lot of fun while you are at Deloitte University. This is just an example of what the conference agenda may look like and various breakout sessions that you could expect to participate in. Again, this is just a draft to help you get a sense of timing and topics and what is in store for you. But overall, the program will kick off on July 10th with consulting-centric workshops that are interactive and really give you a chance to get to know the other participants. And then certainly some social activities and networking in the evenings. And Day 2 is really when we will dive into the heart of consulting and a lot of the meat of the program that will be heavily focused on interview preparation, specifically individual and group case interviewing, which are both very important to consulting interviews and particularly to Deloitte interviews. And then on the final day, we will just conclude the conference with a breakfast and a closing session, and then, everyone will head to the airport to return home. So it is a quick couple of days, but we do fit a lot in.

Moving on to the next slide, the application process for the summit, most of you have probably already looked through the DCIP website a little bit and may have already completed your application. I think that the process is spelled out pretty straightforward on the website, but essentially, there are three main criteria that we look for in candidates that make you eligible for the program, one being that you have already been accepted to an MBA program. You don't have to if you have already decided which program you will be enrolling in, but you do have to (?) (14:35). And then we look for the three to five years of work experience. You are certainly still eligible if you have a little bit less or more than that as well, but three to five is the typical average. And then third and probably, most importantly, we look for a solid track record that includes both interpersonal and team

building skills that are really at the heart and soul of consulting. So, the application itself does require you to fill out some information. Again, I think that the online application tells it out pretty straightforward for you. If you have questions or run into issues, certainly feel free to send an email to the DCIP mailbox.

And then at the bottom of the slide, there are just a few key dates to keep in mind. The application deadline is quickly approaching on April 12th at 11:59 PM Pacific Time. After that, we will be looking at all the applications, and then, you will be contacted either way whether or not you are moving forward in the process or not and the interview period will take place in the second-half of April and the first part of May. So you can expect to go through a couple of behavioral interviews, one that will be done through video conference and then one that will be just a telephone call. And then you will hear back on final decision prior to the Memorial Day holiday, so just around the end of the May. And then the program duration, like I mentioned, is July 10 through 12, again in Dallas, Texas. And then here at the bottom of the slide is a link to the website for DCIP as well as the mailbox, should have any questions about the program or the application process. So now, I will turn it over to our DCIP alumni to tell you a little bit more about their journey from participating in the summit to now working full-time at the firm.

Samira Malik (Samira): Hi everyone. Good evening. My name is Samira Malik and I am an alumnus of the inaugural 2010 DCIP program, which I want to say it was just a couple of years ago, but now I reflect back, it has been already five years. I am a 2012 graduate of the Goizueta Business School at Emory University, and I joined Deloitte initially as a summer associate in 2011 and then officially joined as a full-time senior consultant in 2012. I am currently a manager in the Mergers & Acquisition service line within Strategy & Operations, and I work primarily with hi-tech clients.

Before business school, you could say in general, I was a complete career switcher. I began my career as an engineer, and then, I moved at that intersection of engineering and business as an engineering salesperson and business development for a boutique professional services firm, and I wanted to continue to reinvent myself as someone more focused on business problems for technology firms as opposed to technology problems for business firms. So DCIP was important for me because I wanted to conform my interest in consulting and also to validate my fit within Strategy & Operations which would be a change of things from what I have done prior at the business school.

The key takeaways that I will share with you about DCIP and the impact it had on me would be two things. First, I would stress on networking opportunities. The practitioners took the time to get know us and to have these meaningful interactions to better understand our stories. And I took those relationships with me that paid off tremendously as early as while I was in business school, trying to select classes all the way through my decision to join the firm as a summer associate and later as full time. And that network spanned from the senior consultant levels to the partner and director level. And the other area where I see that the program had a strong impact on me was really having the window into how consultants apply their skills through the workshops that they held and the learning sessions, be it going through a practice case all the way to logical structuring and storyboarding. They really helped me when I joined my MBA program to distill my learning and direct my case prep so that I have a lot more focus and have a much better understanding of what I was driving towards in my MBA experience. So with that said, I will turn it over to Cameron.

Cameron Wheaton (Cameron): My name is Cameron Wheaton. I am a 2012 DCIP alum. I am in the Technology service area, and my service line is Technology Strategy & Architecture. I focus with financial services clients, mainly in the New York City area right now. I started in July 2014 after attending Carnegie Mellon Tepper. For me, the value of DCIP was that I really hadn't done consulting. I really knew a lot about it before coming into business school. I knew the kinds of problems that consultants approach with something I was interested in, but I really didn't have an understanding of what are really entailed, and you will find as if you are new to consulting and if you ask a lot of people what is your day to day like, you will get a lot of different answers or you will get 'it depends.' And DCIP really let me consolidate some of that. It allows you to connect with people at Deloitte already that will allow you to answer some of your questions, but also just give you a sense of the sort of people you are going to be working with. You will learn this at business school and I have learned this again at Deloitte and it is definitely very true that your network is incredibly

powerful and important, and DCIP really gives you a leg up on your business school network and on your Deloitte network. Showing up day one at business school saying that you have already been talking to a major consulting company and you already know more than most of your classmates really gives you that leg up when it comes to start looking at interviews. If you are interested in clubs or in a club leadership position, it is a really great way to get your name out there among your fellow students, make it known that you are ahead of the game going in on day one.

For me, specifically at Deloitte, I was able to take people that I met at DCIP, turn that into an internship when I came back. The internship project that I got, I got through contacts that I have made at DCIP. When I told them I was coming back and did a good job within internship, I came back full-time and was able to use people that I met with that previous internship to get sort of my perfect project, exactly the kind of client I was looking for and I started again. So that network really allows you to start getting out there. You got a leg up on everybody else that is starting at Deloitte. You already know people, you already know who you want to talk to, what the structure is like, and the importance of it. I was able to really focus in on not exactly a niche area but an area that I cared a lot about and find the people that I wanted you to work on it and get there before anybody else could.

Another big one is, I think a lot of people know a little bit more about pure management consulting or S&O consulting than they do about technology, and it is really advantageous to get to talk to some technology practitioners and really get to see what sorts of problems does somebody in technology strategy, for example, handle that somebody in business strategy wouldn't or vice versa, and making that decision, I think is the most common question I got when talking to potential Deloitte folks, is do I want to do technology or do I want to do human capital, and everybody lets you focus on that really right up front and get to see what it is all about.

And lastly, I think DCIP for me really showed Deloitte's innovative approach to things. Everybody says they are innovative, everybody says that they care about their people, but it showed me something right out of the gate that is borne out to be true which is that if you have a good idea at Deloitte, you can really go and execute on it, and this conference is something that is good for people potentially coming into Deloitte, all of you guys on the phone, and it is good for Deloitte because it allows us to see people up front as well. So this is really a win-win and it is really indicative of the sort of innovative thinking I have seen in my still so much short time here, but it was an early tip off to it.

And lastly, you have probably heard this about business school and I found it to be true of consulting firms as well is that the fit of the people, the people that you meet, the people that you work with, you are going to be spending time on the road with these people, you want to make sure they are people that you like. And almost everybody I have met at Deloitte has been somebody that I would consider a friend I wanted to go out with on the weekend almost—it really is. I have had that many great interactions here with people. So getting that early sense that these are people I wanted to work with and getting a sense of how smart they were was definitely something that drove me to want to come back and get a leg up.

Carolyn Crampton (Carolyn): Hi, I am Carolyn Crampton. I worked in health care for five years prior to going to the Tuck School of Business at Dartmouth. At Deloitte, I am a senior consultant in Human Capital. I started in September of 2014, I did my internship at Deloitte in 2013 and I did DCIP in 2012. So why DCIP? For me, consulting just like we have heard earlier was a bit of a career switch. I had worked in industry, I was very intrigued with management consulting, and like a lot of you, I was looking at a lot of these pre-MBA experiences and I did go to others outside of Deloitte, but by far, I can tell you that the Deloitte experience was the most comprehensive in the scope, scale, and impact. And I think a big part of that is we got the opportunity to go to DU and we had so much exposure to senior leaders as well as individuals who would come in at our level and other MBAs, and the MBA communities can be quite small for you with a good way to network both with Deloitte practitioners and other future consultants.

From the summit, I think two of my best memories are one of the case preparation that they talked about earlier. Case preparation takes a lot of time and they were able to break down what a good case looks like, what logical structuring looks like. So that way you can get a jumpstart on that process. And then I love Starbucks and we have complementary

Starbucks at DU, so that was awesome. In fact, Bloomberg this week, they wrote an article about Deloitte University. So it is that experience with a complimentary Starbucks as well as a lot of other great things about the facility just makes your time there even better, because it is really a once-in-a-lifetime experience, this visit. I have a friend who ended up not going into consulting, but she was able to do DCIP and she still wants me to take her there somehow, but of course, I can't do that.

As far as the impact for my MBA experience, because I was able to go to DCIP and got a kick-start on the recruiting process, I was able to interview with Deloitte at (?) (26:12) if you guys are familiar with that (?) (in a National block). So for me, that helped to kick-start and really accelerate my recruiting process and that helped me focus a little bit more on classes and taking on leadership roles on campus. A lot of you are going to go to programs where you will have a study group and it is really nice to be a person in the study group who can have a little bit more capacity because you have done some of the heavy lifting over the summer.

As far as the impact on my Deloitte experience, again I said I interned at Deloitte in the summer of 2013. DCIP was part of my story at Deloitte, my story at Deloitte didn't begin with just the internship, it began on the call that I had like this a few years ago and I feel like it has been a long journey with Deloitte and with DCIP, and it is really something that is part of my life clearly at this point. If you think about it, there are a lot of Deloitte practitioners at various levels on the call, and if you are on the East Coast, it is evening time and there is a reason why we are on the call at this time is because we are very passionate at Deloitte and we are very passionate about the program. So, I am very excited that you guys are interested in it and hope that this is something that you will get the opportunity to experience.

As far as just advice for you guys, take the most of the time that you have right now and continue to research and learn more about Deloitte, and then, if you do get to come to DCIP, just use that as a jumpstart to your hopefully future career in consulting. Thank you.

Susan: Now, we are going to jump back into some of the ways that Deloitte is recognized in the marketplace and really why this is such a great firm to work for. I think this slide does a really nice job of showcasing how Deloitte is consistently ranked by analysts from the top market research firms as a consulting leader. Most recently, we have been ranked #1 in strategy consulting based on capability and strategy. Some other areas in the marketplace that we have been recognized as one of the top places of employment and most recently making Fortune's list of *100 Best Companies to Work for* for the 16th year in a row. So, that is something that we are really proud of and certainly strive to keep on that list year after year. As you get to know Deloitte more over the next several months and even several years, hopefully as our relationship with all of you grows, you would really come to see why we continue to be on that list and what makes Deloitte such a great place to work.

Deloitte is also consistently recognized for our commitment to diversity and that really is ranging from diversity in terms of the candidates that we bring into the firm; background—you will meet veterans at Deloitte, you will meet folks from all different walks of life, and that really is how we bring the best people to our clients.

So that concludes the actual formal portion of tonight's presentation, but we really want to hear what questions you have and what is lingering in your mind whether it be about this program or about Deloitte. So the operator will open up the line for any questions.

Operator: Thank you. At this time, if you would like to ask a question, please press *1. You will be prompted to record your first and last name. To withdraw your request, you may press *2.

Once again, to ask a question, please press *1 now.

Once again, to ask a question, please press *1. Please standby for our first question. Our first question comes from Jay. Your line is open.

Audience (Jay): This is Jay, so I have a question more directed to Samira. I believe she has a very similar background as mine. I have been in the telecommunication technology for a long time as an engineer and scientist. I would like to ask for her perspective about how to make the smooth transition from a technical background to a consulting firm, especially Deloitte, and also for a strategy concentration. Thank you.

Samira: Hi Jay, this is Samira. I am glad you asked that question because I had several classmates, including myself, that struggled with how do you take all of the successes you had in technology and translate it to something, such as consulting, particularly Strategy & Operations service area at Deloitte. And I will tell you that the first step in that journey is almost divorcing yourself from all of the great accolades that you have that are very scientific and technical in nature and thinking further about the business impacts that those accomplishments have for the companies that you worked for. So when you look at your resume today, it likely reads like a strong engineer but it really needs to read more like a strong problem-solver who understands what those problems that you solved, what those were and how they impacted the company that you worked for. Does that make sense to you?

Audience (Jay): Absolutely, thank you. The key reason I am very interested in Deloitte is actually I want to solve practical problems for companies. I have been in the lab in the past few years and some of the problems aren't real problems. That is actually my key motivation to draw on a consulting firm, especially Deloitte to solve real problems, but thank you again for your answer, Samira.

Samira: You are welcome and I would even say just it is for me, it was a learning experience too. I had to take it seriously as far as how to sound more like a person who is in the world of business as opposed to an engineer because for people, and this is not just Deloitte but in consulting in general or even in the career search process that you are about to undertake, people will take you where you sound like you fit. So again, it is not just your resume, but your cover letter, your conversations, the way you think, the journals that you read, by journal I mean, Economist or whatever you chose to read on a daily basis, those will help you. Those conversations and reading will help you to better frame your conversation so that you can be more like that person. You don't want to just put it on paper; you want actually to start to think like that person and practice through your classes as well.

Audience (Jay): Thank you so much.

Operator: Our next question comes from Negar Rajabi. Your line is open.

Audience (Negar Rajabi): Thank you so much. Thanks for the very nice presentation. I come from engineering background as the other participant. I work in a service company, most in product developments for Oil & Gas industry. I have two questions. I want to know, first of all, how much of your consulting process is devoted to energy industry and Oil & Gas specifically, and my second question is that can you give me one example of how Deloitte Consulting can play a role in specifically something I would be working on which is new product development because I have seen a lot of my friends who work in consulting being involved with merger and acquisitions and being involved in consulting part of our business, basically working with our consulting segments in the company, but I haven't really seen anybody really close and involved with the technology side and with the development of the product. I want to know if this is something you are involved with, and if you can give me an example, I would appreciate it. Thank you.

Dennis: I can take a stab at the second part of that question, not sure if someone on line is able to respond to the first part, but there is more and more emphasis within the firm into taking on some product development, and I think one of the interesting initiatives that we are looking at within the company is understanding how we can take some of the talent and how we can take some of the dedication to entrepreneurship that a lot of our employees have and grow those opportunities and there have been a few areas within the firm that we have started to develop. I don't know if we can share any of those specifics, a few that are coming to mind are actually not public just yet, but I do know that the firm is taking more initiatives to be able to not only advise our clients and show them how these processes are done but also execute on some of those initiatives as well. I know within the insurance industry, we are definitely innovating in that perspective and some of the entrepreneurial ideas that some of the folks within the insurance practice have had are now growing into actual products that we will be taking into market, but I do know that is also happening within other industries and other areas as well.

Cameron Wheaton (Cameron): I can actually add on to that a little bit just to give you a sense of it is real. I am actually working on an internal initiative related this that is also

secret, so I can't talk about it, but suffice is to say that yes, it is an ongoing area where we are definitely looking at technology right now.

Dennis: In terms of your first question, in regard to the percentage of business that is dedicated to energy and gas, I personally do not know that question off hand. If you wouldn't mind submitting that question through DCIP@deloitte.com, we might be able to do a little bit of digging around to be able to come up with that answer for you. I don't know if anyone else on the line might have a perspective on that.

We can answer that question if you wouldn't mind to submitting it through the website.

Audience (Negar Rajabi): Yeah sure. Thank you so much.

Operator: Our next question comes from I believe it is Dan. Your line is open.

Audience: Hi, it is actually (Jean) (37:55) (?). This question is more for the previous participants of the DCIP. How did the DCIP convince you that consulting will be part of your postgraduate plans? I just want to hear more on how you guys decided to get into consulting. Thank you.

Cameron: When I came to DCIP, I wasn't fully sure that I wanted to do consulting—I hadn't done it before—and for me, I knew there was a kind of problem I wanted to solve and I knew that by my nature I like solving a bunch of different kinds of problems and I just wanted to make sure that that's what I get to do at consulting and I think DCIP allowed me to talk to people and asked them what sorts of products they are working on, how many they had worked on, that sort of thing, and I really got a sense of, yeah, this is a place where it is discipline general or if you want a variety of problems that are challenging and we will push you, it is the place to be, and that is what I wanted to and that is what DCIP at least proved to me.

Samira: I will add onto what Cameron just said. As I mentioned, I was a career switcher and I thought that I like the idea of consulting but I did not really know what that meant, and depending on who you spoke to, they will always explain what a did a lot of differently. So it was very hard for me to put my finger on exactly what it would mean to be a consultant and what DCIP did for me was it made it more tangible because we walked through CFO client scenario, which gave me much better idea of what that would mean, and one thing I didn't mention because I was so robotic in my own introduction of myself was that, the third thing that really meant a lot to me in DCIP was, they closed the doors at one point in the program, kicked out a partner and it was only I think senior consultants in the room. So we were able to ask candid questions to the senior consultants and they ranged everywhere from what is your personal life like being on the road all the time, all the way to how do you navigate and what are some of the pieces of advice you would have for us as we approach our summer internship.

So I think, in summary, what I am trying to say is, one, it helped me to understand whether or not I wanted to do consulting just from getting a better idea of the type of work, really what a type of project would look like; two, I got a chance to get some candid feedback from people that were very close to where I was as far as they were just a couple of years ahead of me at the firm, so they gave us a candid feedback about what their experiences were and what some of the good side of consulting and some of the things that we had to get adjusted to; and then finally, it is having that networking, I mentioned before, all the networking opportunities. When you are around people, partners, managers, senior managers and you are able to have that informal conversation and talk to them more about their work and what they do and what bought them to consulting, it really just helped me to understand all the different walks of life and all the different paths that led to consulting and all the interesting types of work that people did that were part of that Deloitte brand. So I think it is just literally in the definition of the name of this program, the immersion, and in a few days, so we will just capture so many different vantage points of what it means to be a consultant and a consultant for Deloitte.

Carolyn Crampton: This is Carolyn, just to close out on that point, I would say the fact that you are getting into business school and decided that you want to pursue MBA, let me know that consulting is definitely something that you would be capable of doing and business school I find is a great primer. I think for me, consulting to me is a finishing school because business school can be academic, even though a lot of us do have experience with learning or student cases where you are working. I did a first-year project where I was

working with an academic medical center and I did some international projects, but when you do it for special service company like Deloitte that is global, it is on a little bit of a different level. So I think it is a great finishing school to business school and then just finally, to me, it wasn't so much about can I do consulting; it is when would I want to play because when consulting is lot (?) (42:16) (?), it is very challenging, it is thought-provoking, and it can be a lot of fun assuming you have a good project team and good people around you, and I felt like Deloitte for me was just such an awesome fit and I love the people I work with and Deloitte is not just about the work you do for the client. It is about giving back to our community. We have Impact Day which you guys may know about. It is about helping to mentor and recruit the next future consultants, and so I felt like it was about a work-life fit made sense and then it also like what are my values that also made sense for me. So I think Deloitte in and up itself and that you will get from the summit like you have to learn a lot about consulting but hopefully you will get to learn about our culture and what makes us different than the others.

Operator: Does that conclude your question?

Audience: Yes, that is all with my questions. Thank you.

Operator: Our next question comes from Jay. Your line is open.

Audience (Jay): Hi, I typed a question earlier and I was asked to address this in panel. So, my question was what are the very unique aspect or trait that Deloitte has compared to other big consulting firms. What are the unique things that other firms do not have?

Susan: I think you will find that answer varies based on who you are talking to and the context of the discussions. If you think about those people at Deloitte, we represent a breadth of skill sets. Deloitte is not only a consulting firm but we have other practices that complement the businesses and clients that we support. So that is one area where we are unique is that we can help our clients across a myriad of business problems. The second thing when I looked at consulting firms, I personally was attracted to the national staffing model where I could live in Atlanta, which is where I am based, but work in Silicon Valley, which is where I primarily work. I won't say that is the wisest thing for everyone to do, but it was something that was possible for me and I like the fact that I wasn't limited to the scope of industries or specific functional areas that my region and my office was more well positioned for just based on the geography. So that will be a second thing, but I think for that question, you will likely get different answers as you talk to different people just because what makes us. I think there are many things in that makes us right but ultimately if I have to summarize, every firm does great work but there is only one of you at each firm. So it is people. I think that I am respected or I respect the people that I work with. I enjoy working with people and I think that is what keeps me here is fact that I have solid relationship with people that I generally like and respect and look up to and can learn from. And similarly, there is a strong culture here of (?) (46:00) forward. I have not had a person turn me down from asking to spend a few minutes of them to learn more about what they do or to get their help with something. I am yet to encounter that and I hope that I don't, but considering how many people I have reached out to...

Audience (Jay): Thank you so much. This is as many times I have heard when people will come in and talk about Deloitte, they talk about the people and the family environment. Thank you, thanks again.

Operator: Our next questions comes from Jeff Myer, your line is open.

Audience (Jeff): Hi, my question was actually answered but thank you.

Operator: Thank you. Our next question comes from Graham Clinton, your line is open.

Audience (Graham): Hi, this is Graham here. So I have basically been with a solar company for the last three years and did environment consulting prior to that, and I just wanted to know what are the opportunities to continue working on particularly renewable and alternative energy with Deloitte and does that fall underneath the use of Technology or the Strategy & Operations division.

Samira: I am going to jump in just because it is silent, but if someone else has a better answer, let me know. I don't have a direct answer to your question, but I do know that I have a colleague who worked in that space and I recall putting him in touch with a couple of people that primarily focus on that area. I think our sustainability offering falls within

Strategy & Operations within a service line within that, but if someone else has a better answer for him, let me know and otherwise, (47:48) (?) to find out.

Carolyn: I as well, as my focus has been mainly on my clients in health care; however, two of my good friends are in the energy space and I guess I want to make it clear, I know you called out S&O and Technology, but when we go to market, we go to market as one and a lot of times the project may be very tech focused or have a strategy or M&A component, but the team could be from all service areas and even other businesses or functional areas within Deloitte. I just want to also let you know that if you are interested in that, you don't necessarily have to be in Technology or S&O. If you think about your service area, think from an attitude or what angle you want to tackle a problem. That is how I approach it. I won't focus on the industry because we have our service areas which are Human Capital, Technology, S&O, and then, we also have industry alignment. So, if you are interested in that industry, you can be in any of the three service areas.

Samira: You have made a great point there because I work in S&O and I focus on mergers and acquisitions but I have worked on two projects that fall under a different service area which is Technology at Deloitte and I have worked, to her point, with Human Capital as well, and even other function-specific subsidiaries that we have. So I see them on our project. So it is not just, 'oh, we do this, and you don't see a lot of it.' It happens.

Audience (Graham): Thank you so much.

Operator: Thank you. Our next question comes from Jean, your line is open.

Audience (Jean): Hello.

Operator: Yes, please go ahead with your question.

Audience (Jean): Hi, good evening. So just now, I heard that most of the speakers are working with hi-tech company right, so there was only one lady, I think she has the background in health care. So I am just curious if anyone of you share with us about the Deloitte strength in the biotech or pharmaceutical company sector. Thank you.

Mark: I can take a cut at that. When I started with the firm, I actually started out in our health care practice focusing on biotech. I worked for Eli Lilly and Company for five years before I went back to school to get my business degree, and so our health care practice is actually our second largest and fastest-growing practice. So, we both practice on provider space, people providing care, hospitals, clinics, health systems, but also on the life sciences side as well, such as biotech, pharmaceuticals, and other types of companies and we serve them with, as you heard before, kind of the full breadth of services from strategy to operations, etc. One of the areas that we have made some pretty significant investments is around health care analytics and so you will see that if you actually go on our deloitte.com website, under Health Care Analytics, you will see quite a few offerings in that particular space. That is a growing area that we do quite a bit work in. Also, we have a Center for Health Innovation, which is an internal Deloitte think-tank specifically around the health care space that is run out of our Washington D.C. practice and there is a collaborative effort between both our federal consulting practice and our commercial consulting practice just because there is a heavy policy and regulatory aspect to it. So I would say health care is one of those areas that we have a significant and deep commitment to and I am not exactly sure, so I probably shouldn't quote it but I am pretty sure that Deloitte has the largest number of actual people with medical background, either doctors or nurses that are part of our consulting practice than any other of the larger professional services firms, and that just speaks to our commitment to providing services in this particular space.

Audience (Jean): Thank you very much. Thank you Mark. Have a good weekend.

Operator: Our next question comes from Brian Lee, your line is open.

Audience (Brian Lee): My question was how DCIP really shaped your business school experience because it seems like a great fit for someone who is interested in consulting, but I wanted to know how DCIP really impacted your business school first year.

Dennis: I can take that question. As an alum of the program, I know coming into business school, I had a fairly good understanding that I wanted to go into consulting. I was pretty confident, but I wasn't fully confident, and I think as a lot of my peers that also enrolled in business school and we got going on some of the recruiting process, it was very easy for folks to spend a lot of time in recruiting activities that wasn't necessarily... that cost them

time that they could have spent in their academics or spent in social activities or school initiatives that they spent recruiting while they were still trying to figure out exactly what they wanted to do. So personally, having gone through the DCIP program and being able to connect with Deloitte experience, understanding what consulting was about as well as Deloitte's culture, that actually facilitated and opened up a lot more time and opportunities for me once I actually got on campus. Since I was clear on exactly where I was going to be headed directionally, it actually allowed me to be able to participate in a lot more student clubs activities, take more leadership during my first year that many other students really weren't able to do until their second year. So, I think it's a general best practice to have this clear understanding of what you want to be heading towards when you start a business school but I think a program like DCIP helps to be able to crystallize what may have been a little bit iffy as you are getting going. So personally for me, I think it was a huge advantage in terms of time and having a clear focus once I got on campus.

Carolyn: And just to do a disclaimer, I may have mentioned my friend; she actually became my roommate at Tuck. She did DCIP and is now at a CPG company. I think (?) (55:00) even know she enjoyed herself and she actually still has her Deloitte flag that she got at DCIP, she decided that maybe marketing was going to be more of her focus, so there are going to be some people who come through the event and would still I guess try to learn about consulting but may realize that there may be a better fit for them and I think the benefit for her is she learned early in the recruiting cycle and she did not have to spend as much energy getting really comfortable with the cases, etc., and doing a lot of the networking that is common with consulting recruiting. She just discovered that her passion would be marketing, and as I said, we ended up becoming roommates at Tuck and she is very supportive of the program since she learned so much from it. We love for everyone to come out and get back as Deloitte consultants, but we understand that there are some people who may realize that there may be something else that is going to make them more excited.

Dennis: I think we have time for one more question, one last question.

Operator: Thank you. Our final question comes from Hillary Wall, your line is open.

Audience (Hillary Wall): Hello, I wanted to enquire about how you would recommend to be best prepared for the DCIP interview, particularly for folks who are coming from nontraditional background into that kind of (56:25) (?), but background, such as education, nonprofit, and government. Thank you.

Susan: I am happy to answer that question. One thing to just keep in mind with the interviews is that they are both behavioral and pretty general in nature, but really just trying to get a feel for why you may be interested in consulting, why you may be interested in Deloitte, and really more so have conversation with you than get really technical in terms of interviewing question or any type of case-related questions. So I would say, just spend some time thinking about why are you interested in consulting and why are you interested in DCIP and what do you have in mind for your future in terms of an internship next summer and have some questions ready for the interviewers as well. But by no means, you need to spend hours preparing anything terribly formal, like I said, very conversational in nature.

Dennis: To add on to that, I actually had a nonprofit experience immediately before applying to the DCIP program and enrolling in business school, and I think many times we feel like coming from that nontraditional background, you are at a disadvantage, and I think one of the highlights that you will find when you come into a firm as big as Deloitte is that you do get a variety of different perspectives and Deloitte certainly encourages that. It's by no means a firm that's consisting of all of one type of background because that's not our clients look like and that's not what our work looks like. So we certainly want and I think a large part of what we are encouraging through a program like DCIP is the diversity of perspectives and the diversity of backgrounds, and so I think, to Susan's point, being able to make sure that you understand why you are hoping to be able to get into consulting and understanding why specifically hoping to do that at Deloitte gives you the best advantage to be able to work through that interview process.

Audience (Hillary Wall): Thanks so much.

Dennis: Well, thank you all for your questions and for your participation tonight. I am sure that there were certain questions that we weren't able to get to or if there was a follow up

that you needed from that, please feel free to submit those again to DCIP@deloitte.com and we would be happy to be able to address those for you. I appreciate all of the Deloitte practitioners that joined the call as well. Thank you for your time and your contribution.

Operator: Thank you for joining today's conference. That does conclude the call at this time. All participants may disconnect. Presenters, please standby.

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