

Texas Management Consulting Association
Spring 2023 Application

What is MCA?

The Management Consulting Association is a student-run association that aims to prepare UT students for the recruiting process for management consulting internships. MCA is run by a board of mentors who have each successfully navigated the consulting recruiting process and received top internships. MCA's mission is to continuously "pay it forward." Those selected into the MCA Class of 2023 will go through a 10-week training program aimed at covering all aspects of the consulting recruiting process, including topics such as:

- Management Consulting 101: Why Consulting?
- Case Interview Prep
- Behavioral Interview Prep
- Mental Math
- Resumes, Networking, and Info Sessions

Mentees will also be encouraged to practice cases with each other and receive guidance from an assigned mentor. They will also have the opportunity to solicit advice from members of the extensive MCA alumni network, which has a strong presence at all major consulting firms and across all degrees of tenure.

Before applying, be sure you qualify. Applications are open to students who are eligible for consulting internships in the next calendar year. This means Spring 2023 applications are open to students who qualify for Summer 2024 consulting internships. This includes sophomores, freshmen who qualify for diversity programs, and students in five-year programs in their third year. When in doubt, email us at texasmca@gmail.com.

Reminder: Attendance at one info session is mandatory to apply. Check for relevant dates on our [website](#).

Instructions: Fully read and answer the questions in this application. **Once completed, submit your answers to this document and resume to the following form:** [Application](#)

***To make our recruitment process as fair as possible, **you must submit through the Qualtrics link and with your randomized ID number. Do NOT include your name or email on your resume.** To get a randomized ID number, scroll to the bottom of [this page](#).

Deadline: Friday, 1/27 at 11:59 PM CT

Post-Application Timeline:

Wednesday, 2/01	Notification of interview status
Friday, 2/03 (10a - 5p)	Interviews (please keep these times free; rescheduling not guaranteed)
Saturday, 2/04 (10a - 5p)	Interviews (please keep these times free; rescheduling not guaranteed)
Sunday, 2/05 (12p)	Decisions released via email
Sunday, 2/05 (5p)	MCA Meeting #1 (mandatory; please keep this time free)

Personal Information

Randomized ID Number:

Email Address:

Phone Number:

Graduation Date (Month/Year):

Major(s):

Minor(s)/Certificate(s):

Overall GPA:

College/Major GPA(s):

SAT Score (Math/Verbal):

ACT Composite (if applicable):

How you heard about MCA (friends, fliers, social media, organizations, other):

Leadership and Involvement

Please list the three organizations in which you have been most involved and the positions you have held:

Organization Name	Position

Briefly describe which organization and position has had the biggest impact on you and why (100 words max):

List your current coursework for the semester:

Short Response Questions: Pay attention and adhere to the length requirements for each question. Be genuine! We want to see who you are and what you care about.

1. What's your story? (100 words max)

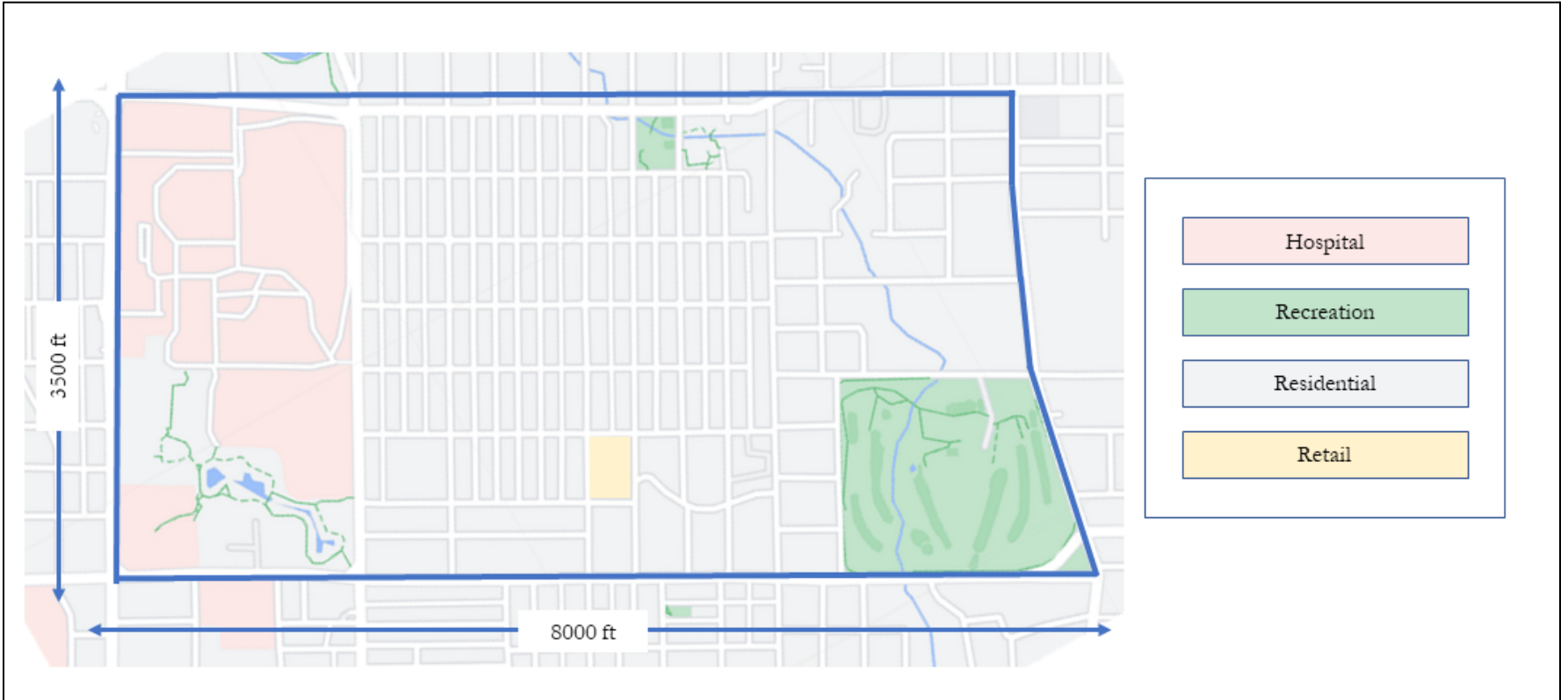
2. What is management consulting and why are you interested in it? (200 words max)

Case Questions: In most real-world business problems, **there is no single correct answer**. We are nonetheless interested in your thought process when dealing with ambiguous problems! **Do not look up any external information/facts/data - this will be plainly evident in your answer**. We are not looking for a completely “accurate” answer; rather, we are looking to understand your thought process and approach to problem solving. Make any assumptions that you feel are necessary but be sure to describe your thought process in reaching these assumptions.

3. **Postal Service:** Imagine you have been hired by the local postal service of a small municipality in the United States. This municipality is not served by the United States Postal Service. The local postal service is on the brink of insolvency. Reductions in business mail during the 2008 financial crisis have created lasting scars on the postal service’s balance sheet, and these trends are poised to accelerate as businesses and other entities continue their digital transformations. The postal service has approached you to help them immediately close a projected \$10,000 deficit for the fiscal year beginning in March 2023 and ending in March 2024.

The postal service currently provides “last mile” service for retailers like Amazon, Walmart, and Target. The postal service currently charges \$4 for this service. On average, the postal service has recorded 20% of revenue from this service as profit. Some within the postal service have proposed to increase the price for last mile service to \$6.

- a) **Assuming no reduction in demand and no change in business costs, would this change close the deficit?** Use the provided figure below to help with your calculations, being sure to prioritize elegance and use appropriate estimations instead of providing a brute force solution. **(400 words max)**



b) Contextualize this solution in terms of its risks, potentially flawed assumptions, and/or the broader economic climate. (150 words max)

4. **ValueCart** - ValueCart is a large grocery retailer that operates as a consumer-facing wholesaler (i.e., comparable to Costco or Sam’s Club). ValueCart operates only in the consumer-facing wholesaler market, and there are currently 200 ValueCart locations across 45 US states.

The below exhibit provides more information regarding their current offerings:

ValueCart market share against perishability, %



a) Provide at least two insights from this exhibit. (200 words max)

- b) In 2022, research found that grocery consumers are increasingly likely to prefer healthy and socially conscious offerings (e.g., organic foods, free-range chicken, etc.) and 67% are willing to pay a premium for food that contributes to their health and lifestyle (i.e., shop at stores like Whole Foods or Central Market). More generally, the emergence of socially conscious consumers has already compelled many Fortune 500 companies to adapt their business practices and products.

Because ValueCart customers must purchase monthly or yearly memberships to shop at ValueCart, it is generally difficult to recover customers who decide to change their store loyalty in the short term. Therefore, key shareholders have asked ValueCart to evaluate the viability of adapting the company's strategy. **Based on this information, as well as the previous exhibit, propose a framework to aid ValueCart in deciding how they should meet customer needs. (400 words max)**