



BUSINESS ANALYST

A.T. Kearney does more than help businesses change. We help them achieve the kind of significant impact that drives competitive advantage. Consequently, we seek people with a combination of analytic skills, academic excellence and superior interpersonal attributes. For undergraduates and advanced degree graduates without previous work experience, the A.T. Kearney Business Analyst program is an outstanding introduction to the discipline of management consulting. Business Analysts learn and apply the fundamentals of management consulting as they identify, study and solve business problems across a wide range of industries.

As a Business Analyst, you are a fully participating member of the consulting team. You are expected to contribute ideas, opinions and new information. Working with experienced consultants, Business Analysts develop models, perform complex analyses, and work on research assignments at both the office and client sites. Analysts often travel while on assignments, undertaking a broad range of activities while gaining exposure to the business world. They may also participate in marketing activities and the preparation of proposals for new engagement opportunities.

Advancement. Our goal is to involve you in all phases of the consulting process, helping you hone your professional skills. You will benefit from a comprehensive performance management process that includes feedback from project teams and from your mentor. The scope of your consulting role will increase as rapidly as your performance warrants. Most undergraduate Business Analysts remain with the firm for two to three years and then enter graduate school. Top performing consultants who have been with the firm for at least two years and who are committed to returning to the firm are eligible for the A.T. Kearney Scholars' Program. This program provides selected consultants with significant support for tuition and fees to obtain an MBA degree at a top business school while on educational leave of absence. A.T. Kearney also offers our Business Analysts the possibility of promotion to the position of Senior Business Analyst after their first 15 to 21 months with the firm.

Training. A.T. Kearney offers individualized training to enhance your consulting knowledge and potential. Upon joining the firm, you will participate in the Business Analyst Skills Development Program (BASD), part of an intensive curriculum in which you will learn the essential concepts and methodologies used by practicing management consultants. BASD focuses on the skills required to analyze financial statements; decipher annual reports; and gather strategic background information on clients, prospects and competitors to build company and industry profiles. Immediately after BASD, you will enter New Consultant Orientation (NCO) where you will gain awareness of our business objectives, goals and values, while building a network of working relationships with peers and contacts within the firm. Your training program continues with a full curriculum of courses available to enhance your skills.

What We Seek. There is no single model or standard for A.T. Kearney Business Analysts. They are a diverse group, with superior intellectual and communication skills. Most Business Analysts join us immediately after graduating college with undergraduate degrees in fields that include business, engineering, and the liberal arts. Others join after gaining industry experience elsewhere, studying abroad, or pursuing graduate

work in areas other than business. In addition to a strong academic record, the relevant attributes for a Business Analyst include being a team contributor, having excellent problem-solving abilities, exceptional communications skills, strong quantitative skills, and personal maturity.

Business Analyst Contributions. At A.T. Kearney, no two client engagements are identical. Each requires unique insights and offers unique challenges. The following are successful outcomes our Business Analysts have helped clients achieve:

- Conducted activity-based analysis of key business processes, interviewing customers, training client staff in A.T. Kearney methodology, identifying quick hits that resulted in 15 percent efficiency gains, and making final recommendations to management.
- Performed competitor benchmarking analysis, identifying savings opportunities of \$15 million (50% of total expenditures) for the finance function of a major oil company.
- Participated in project to update the CEO on engagement strategy for a \$35B manufacturing firm.
- Assessed working capital effectiveness for global manufacturing client and conducted competitive analysis.
- Organized online reverse auctions for packaging commodities for a global manufacturer.
- Developed global market profile of IT outsourcing, business process outsourcing and call center off-shoring companies.

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