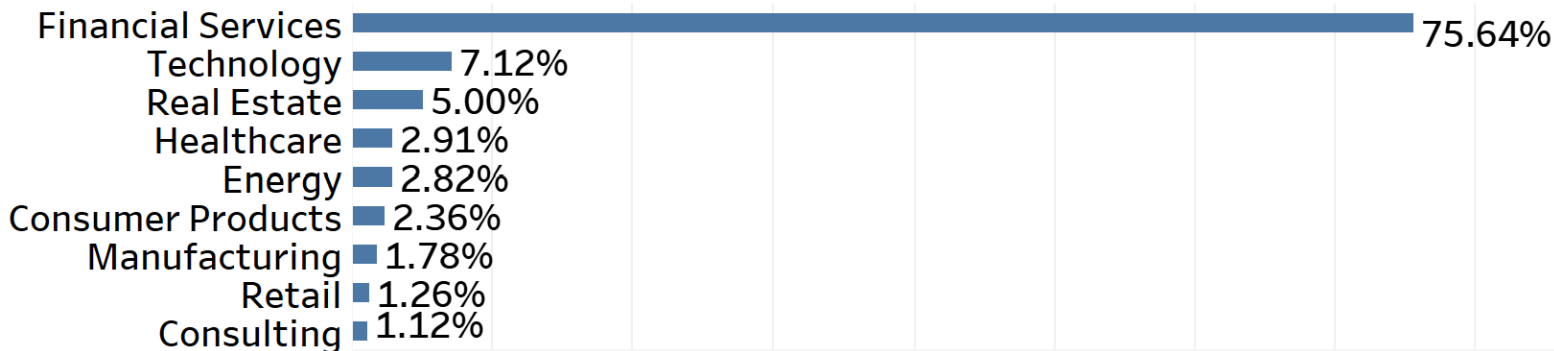


## Finance/Accounting Defined

Finance/Accounting functions are extremely broad and cover many areas and skillsets. Corporate Finance is a specific area that analyzes the financial decisions of corporations. This can include investment or capital budgeting decisions, financial forecasts, strategy, and tracking day-to-day operations. Finance also includes commercial/investment banking, investment management, and venture capital/private equity roles.

## The Numbers

### Roles by Industry



## The Roles

### Corporate Finance Roles

- Involves carrying out financial analysis in an operating unit or at the group level of a corporation
- Two primary tracks:
  - **Controller** - Tracking/projecting operating performance inside the firm
  - **Treasury** – Raising capital, managing operating cash, assessing proper balance sheet structure, dealing with bankers/investors, etc.
- MBAs typically looked to for management potential

### Commercial or Investment Banking Roles

- Investment bankers focus on growing businesses vs. managing them; they help coordinate M&A efforts, assist clients on capital raising initiatives, and offer advisory services
- Commercial bankers offer a variety of financial services, such as accepting deposits and issuing loans; customers range from individuals, to small businesses, to Fortune 500 corporations
- Both roles involve complex financial analysis, modeling, preparing client presentations, and interacting with clients

### Investment Management Roles

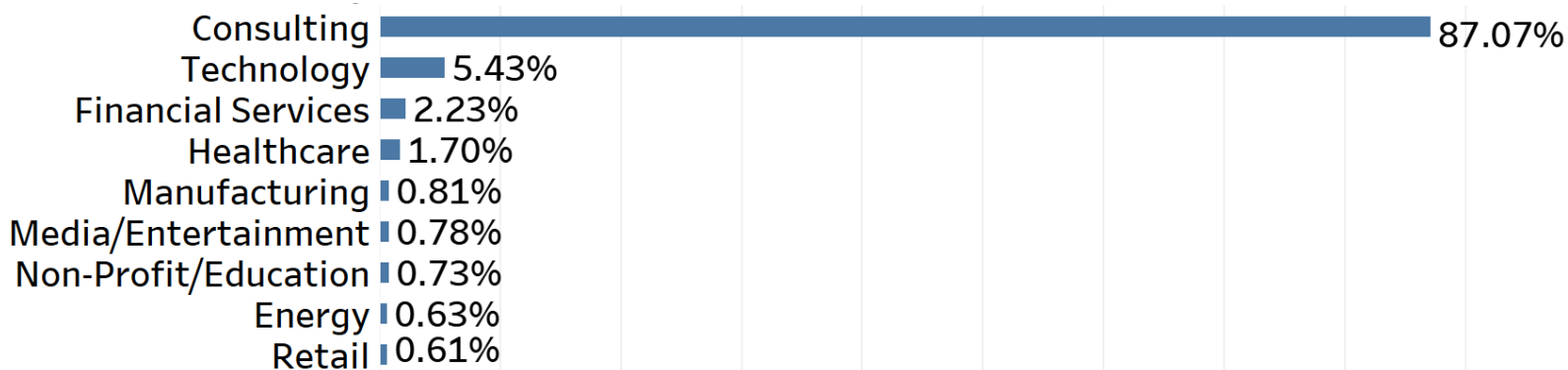
- Focused on creating wealth for customers, whether they be individual or institutional clients
- Roles can range from doing investment analysis (equities, fixed income) to managing wealthy clients' portfolios, to providing retail financial advice, to managing sales & trading desks
- Many investment or asset managers require certain employees become Chartered Financial Analysts (CFA)
- Typically a great environment for MBAs with passion for stock markets and creating wealth

## Consulting Defined

Consulting covers a huge range of careers, but they all involve bringing a fresh perspective to an organization. There are three main streams open to MBA graduates: strategy (all about big picture issues or day-to-day ops), advisory (regulatory, financial, risk and human capital), and technology (technology, and a big growth area as concepts like cloud computing and cybersecurity become more important).

## The Numbers

Roles by Industry



## The Roles

### Strategy Consulting Roles

- Involves helping organizations improve their performance by analyzing existing organizational problems and developing plans for improvement
- Focused on high-level, strategic decisions that enable clients to earn superior profits and beat their competitors
- Typically done at a very high level in the organization (e.g., Board of Directors or the CEO)
- Involves tailor-made thinking; what works for one company will not necessarily work for the other, even within the same industry

### Advisory Consulting Roles

- Involves working with CFOs and other corporate leaders to reduce, manage, and mitigate risks (usually financial risks)
- Focused on helping clients improve processes and procedures in areas like audit, regulatory compliance, M&A, cyber security, and technology
- Involves leveraging advanced, technology-enabled solutions to help clients confidently make decisions to drive performance
- May involve helping companies develop their corporate finance strategies

### Technology Consulting Roles

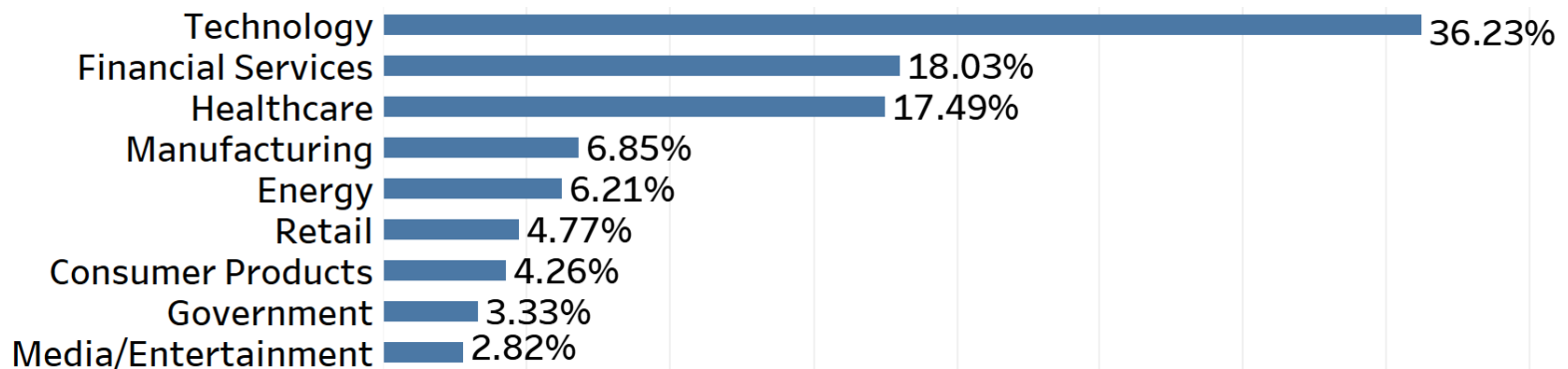
- Focused on helping clients use technology to drive better performance, enhance customer experience, manage security, and improve efficiency
- Involves working with IT departments to deepen understanding of IT process risks and controls, and to determine best practices for process standards and frameworks
- Help companies manage Enterprise Resources Planning (ERP) risks during system selection and implementation

## General Management Defined

General Management (GM) is a fairly vague term, and is more tied to a level or type of responsibility vs. functional expertise. It typically means being responsible (usually financially) for something (a business, a region, a subset of products, etc.) and managing a team consisting of professionals from a number of different functions. Every company relies on general managers to some degree, even if only within the C-suite.

## The Numbers

Roles by Industry



## The Roles

### GM Leadership Development Program (LDP) Roles

- Designed to quickly develop high-potential MBA graduates into leaders by helping them quickly develop skills critical to the future success of the company
- There are lots variations; LDPs generally involve multiple (~3) rotations over 2-3 year span
- Initial role(s) may not involve GM responsibilities; these programs are more about identifying and unlocking future potential
- Some LDP programs have internship versions; others only target full-time candidates

### Project or Program Management Roles

- Project managers work with contacts from various functions to keep individual projects on track (e.g., coordinate time/budget/resources and delegate tasks)
- Programs are large projects made up of smaller, inter-dependent projects; program managers articulate the program's goals and objectives; maintain a long-term, strategic view of the program; and delegate individual projects
- Both require good understanding of the business and the ability to work across functions; program managers tend to be more strategic, while project managers focus more on the day-to-day

### Function-Specific LDP Roles

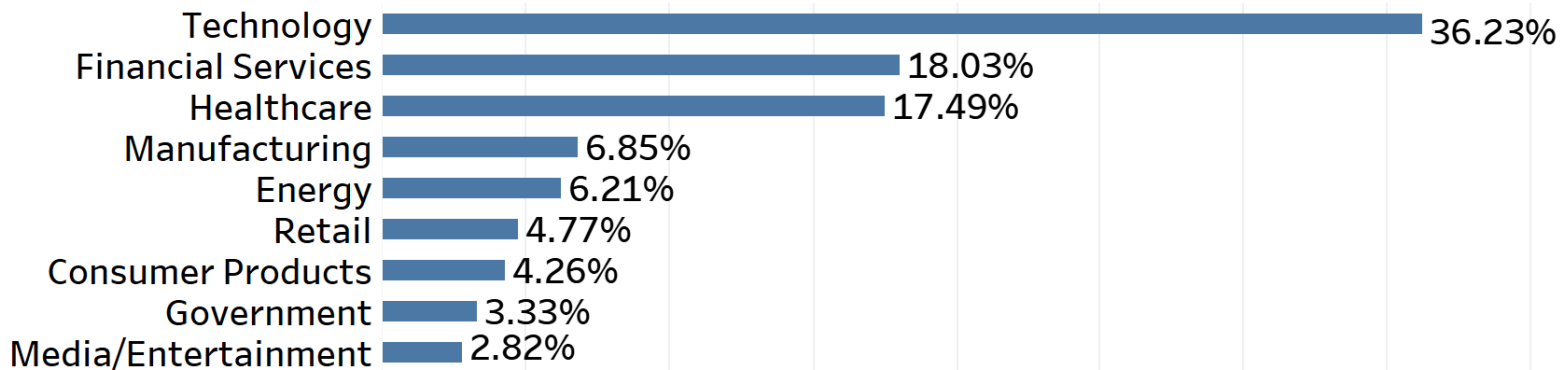
- Similar to GM LDPs, these programs are designed to develop high-potential MBA graduates into leaders, but they tend to be focused on one particular function
- Finance-focused LDPs are most common, though LDPs can be found for most functional areas (e.g., HR, IT, Operations)
- Like GM LDPs, these generally involve multiple (~3) rotations over 2-3 year span
- Some LDP programs have internship versions; others only target full-time candidates

## Marketing Defined

The uninitiated might equate marketing with peddling household products, but marketing is far more complex than that. Marketers blend strategic, creative, and analytical skills to help organizations anticipate the market's needs and position their goods and services to satisfy those needs. Marketing is a critical link between a company and its target audience, which may include customers, clients, investors, and partners.

## The Numbers

MBA Marketing Roles by Industry



## The Roles

### Product Management Roles

- Often described as being the “CEO of a particular product or product line”
- Product managers lead product teams responsible for bringing technology, user behavior, and business together
- Work is focused on product’s features & benefits vs. higher-level brand equity considerations
- More often than not, these roles do not involve P&L ownership
- Product managers must create the structure that the rest of the team works best within; this involves collaboration, storytelling, and building trust across functions

### Brand Management Roles

- Often described as “running a small business” within the walls of a much larger corporation
- Brand managers act as “hub of the wheel” while managing cross-functional teams responsible for performance of specific brands
- Work involves big-picture strategy, detailed quantitative analysis, and creativity
- Generally responsible for a brand’s P&L statement
- Leadership development is a big plus; most companies have robust training programs and marketers are viewed as, and groomed to be, future general managers

### Marketing Management Roles

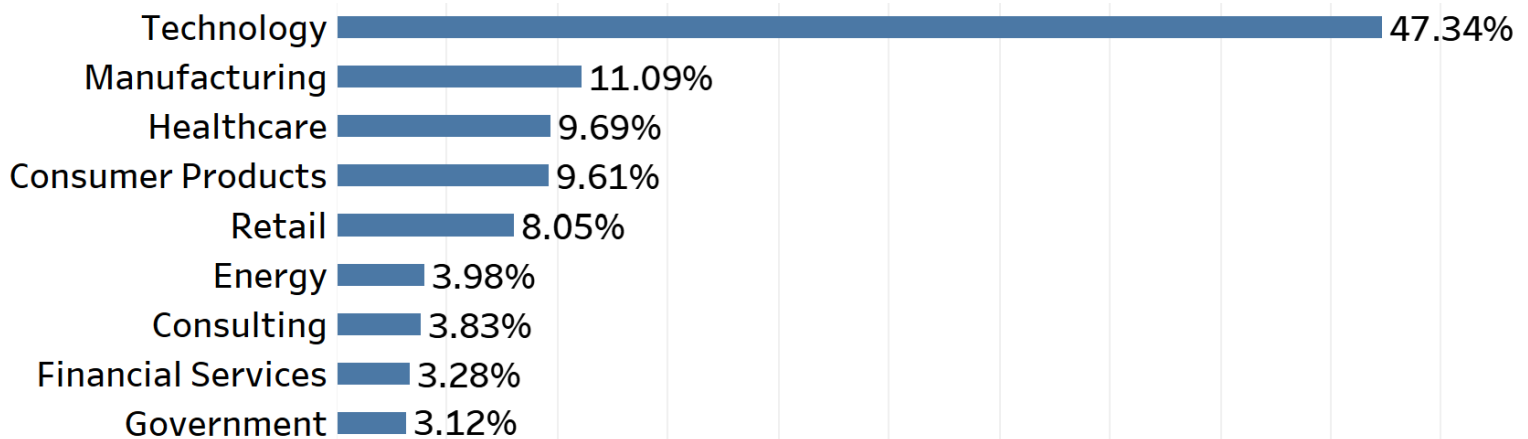
- Marketing is often treated as more of a communications function in these companies
- Roles may involve elements of both B2B (biz-to-biz) and B2C (biz-to-consumer) marketing
- [Financial Services] Work often involves finding and retaining customers, using technology to map key markets, and identifying shifting customer preferences
- [Manufacturing] Work may be similar to brand management (e.g., Chevy), similar to product management (e.g., 3M), or more communications-focused

## Operations Defined

Operations professionals plan, organize, and manage the activities of a business, ultimately ensuring products are delivered to customers on time, within specifications, and at the best possible price. They also share ideas across the organization about how to improve processes or achieve cost savings. Operations roles can be found within Finance, Marketing, Manufacturing, or other divisions, depending on the company.

## The Numbers

Roles by Industry



## The Roles

### Operational Excellence Roles

- Focused on helping companies streamline their procedures in order to operate more efficiently and profitably
- May involve applying lean manufacturing principles to help a company boost productivity
- Often involves aspects of project management to ensure smooth execution of initiatives
- Requires strong financial skills, as collaboration with Finance team is big part of role
- Individuals in these roles work with leadership to establish priorities based on results

### Procurement Roles

- Often considered a core part of an organization's corporate strategy
- Concerned with acquiring (procuring) goods and services that are vital to an organization
- Involves selecting vendors, establishing payment terms, strategic vetting, negotiating contracts, and purchasing
- Typically partners with other Operation teams to ensure alignment on project needs and timelines
- Strong financial background, especially modeling skills, is often needed

### Supply Planning or Demand Planning Roles

- Demand planning involves managing and planning for customer demand, while supply planning involves managing and planning the inventory supply to meet customer demand
- Demand planners use forecasts and experience to estimate demand for items at various points in the supply chain
- Demand planners collaborate with Marketing, Sales, and Finance to gain plan consensus
- Supply planning involves determining how best to fulfill requirements created from the demand plan

