



ISENBERG UNDERGRADUATE CONSULTING GROUP

SEMESTER REVIEW | FALL 2016



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LETTER FROM THE PRESIDENT: Signing On



It has been an incredible honor to be a member of the Isenberg Undergraduate Consulting Group over the past few years. I have learned a tremendous amount about the consulting industry, problem solving, teamwork, and communication. It's IUCG's hands-on approach that sets us apart from other clubs and organizations within Isenberg and across many universities. As I step into my role as President, my goal is to further develop these real, tangible, experiences for both new and veteran members.

We are tremendously excited for the projects that we are about to embark on; they are of a much larger scale than we have seen in the past. We hope to ground our workshops and overall development around these engagements, ensuring that specific technical skills are available for all analysts whenever necessary. Additionally, I look forward to continuing to strengthen the idea of "thinking like a consultant." We want the group to be naturally curious, but also objective and data driven. The work that we do in the group, and that we will continue to do post-graduation , involves breaking down complex problems into their core components, which can then be tackled one by one. It's this instant connection between what is important and what is not that we are trying to foster.

I am thrilled to work alongside Jake and Brian, the incoming directors who will round out the leadership team. I know that they are both extremely passionate about the industry and the betterment of the group. Their experience and focus will be instrumental in both our external projects and internal group development.

Additionally, it is with great pleasure that we welcome our largest junior analyst class yet! We have a fantastic group of six members ready to embark on the Junior Analyst Development Program, an intensive ten-week program designed to prepare them for client facing work. They will be filling the shoes of the four junior analysts who successfully graduated the program at the end of last semester and who will be active members of our analyst body.

As we continue to work to grow this group from something special to something truly profound, I want to thank all of our members, clients, alumni, and external support, who help drive us to be better. We could not do it without all of you!

Best,

Cole Gladstone

WHO WE ARE

- 1** UNIVERSITY
- 6** OPERATIONAL SEMESTERS
- 1** PRESIDENT
- 2** DIRECTORS
- 6TH** OPERATING CYCLE
- 21** STUDENT CONSULTANTS
 - 3** PROJECT MANAGERS
 - 10** ANALYSTS
 - 4** JUNIOR ANALYSTS
 - 1** MARKETING ANALYST
 - 5** MAJORS
 - 3** CLASS YEARS

OUR MISSION

The Isenberg Undergraduate Consulting Group (IUCG) provides a venue for students to gain the academic and practical knowledge to pursue careers in management consulting while giving back to the local community in a meaningful way. Through pro-bono consulting engagements, IUCG brings a new level of analytical solutions to address the operational and technological problems faced by local businesses, non-profits, and other registered student organizations at UMass Amherst. From hosting corporate speakers and recruiters, to developing both the hard and soft skills necessary to succeed, we aim to help our members get to and ace the interview with top tier firms. We are passionate about solving challenging problems, finding rewarding career opportunities, and bringing our school to its highest potential.



Fall 2016 IUCG Group Photo

COLLABORATE. SOLVE. ACCELERATE.

FALL 2016 CLIENT ENGAGEMENT

NEW SYSTEMS AND SUPPLIERS: IMPROVING PROFITABILITY AND EFFICIENCY

By Harold Hodge

Project Manager: Harold Hodge

*Student Analysts: Brian Campbell, Stephanie Lopez,
and Andrew Petricone*



Client's Challenge:

Our client, a local municipality golf course, faced challenges that often were due to a lack of resources. Our primary task was to address their outdated POS system and to research inventory management systems. Their current POS could not produce financial breakdowns of metrics like all products sold and remaining inventory. The golf course's inventory management system was also interconnected with this problem. Currently, they have no technology to monitor inventory and readily order more as needed. Instead, managers perform manual inventory checks and data input. Three areas we found that needed to be addressed were (1) the POS and inventory systems, (2) the costs of products sold in the golf course pro shop and (3) the security needs of the golf course. We determined that the current process for purchasing golf balls and beverages could be improved to decrease costs and thus increase profitability. Additionally, the client needed a security system to keep employees accountable for sales as well as maintain safety of the course.

IUCG's Solution:

For the inventory management and POS systems, we looked into a several options that would suit the client's needs. Based on our research, we determined that a cloud/SaaS system would best provide for their business needs as it is more scalable, has lower system requirements, and is accessible anywhere. We recommended the best options we could find and a way to connect these systems to Munis, the municipality data accounting system. Regarding the cost of product sold, we looked into their main sellers: golf balls and beverages. We researched golf ball distributors and determined the best fit—a wholesale business which would sell the balls at a price lower than retailer and which offered numerous products and substitutes of those normally carried in the pro shop. We also recommended a process for connecting with potential beverage suppliers and obtaining the lowest possible price. Regarding security, we outlined three potential options which provided varying degrees of service and features. The more expensive approaches offered better functionality and better customer service. We suggested the mid-tier option because its pricing and capabilities aligned with the needs and budget of the golf course.

IUCG's Impact:

IUCG addressed all client concerns. We believe that efficiency will dramatically improve with the inventory management system and POS upgrade. Our deep dive analysis into cost savings will have direct impact on their bottom line in the upcoming fiscal year. Additionally, the implementation of a security system will provide protection for the course and will ensure employee accountability.

"I was extremely impressed with the students I worked with. They made solid recommendations related to merchandise procurement, point of sales systems, inventory management and security. I plan to include their recommendations in my FY18 capital request/presentation to the [Town] and will work to implement their input going forward."

- Barbara Bilz, Golf Course Assistant Director

FALL 2016 CLIENT ENGAGEMENT

DEVELOPING BRAND AWARENESS FOR A LOCAL SPIKED SELTZER STARTUP

By Nicholas Jacobson

Project Manager: Nicholas Jacobson

Student Analysts: Jake DeMedeiros, Holly Furner, Lauren Katz and Emma Kelly



Client's Challenge:

This semester IUCG had the opportunity to partner with Briggs Original. Briggs Original, founded by Massachusetts natives Michael Kurson and Neil Quigley, was in the process of launching their first product, Boston Cranberry. Briggs Original Boston Cranberry is set to launch in Spring 2017, and is an all-natural, gluten free, spiked sparkling water made with real cranberries and a touch of cane sugar. In order for a successful launch, Briggs Original needed investors, funding, and a new brand development team. The brand development team will be put in charge of leading marketing efforts in order to raise awareness of Briggs Original Boston Cranberry, and the local cranberry culture.

IUCG's Solution:

After speaking with the core Briggs Original team, Briggs' primary and most immediate need was funding. In order to raise funding for Briggs, IUCG set out to create an investor pitch deck. IUCG was able to create a pitch deck that highlighted the product branding, it's opportunity in the market, how the product fits the market, the company's unique brewing technique, along with a hyperlocal sales and marketing strategy that matched the product. IUCG worked with Briggs frequently to ensure that the deck was effective and accurately depicted the direction

of the startup. IUCG was then tasked with creating a brand development program that appealed to students. The brand development team will lead marketing efforts that raise awareness for Briggs Original Boston Cranberry and the local cranberry culture. One common deterrent of interning with a startup can be that they are unpaid. So, we spoke with the Career Center in order to build a program that would allow students to gain credit while working. With the help of the Briggs team, IUCG was able to get a faculty sponsor on board and develop a program that allows students to get credit while working in an exciting, fast-paced environment.

IUCG's Impact:

IUCG provided a pitch deck that allowed the founders to highlight key information and adequately prepare for pitches to investors. As of this writing, Briggs had raised \$125k of their \$300k goal. IUCG equipped Briggs with a brand development program that will be ready to recruit hardworking students this upcoming Spring semester. With a clear business direction and an upcoming launch, Briggs Original Boston Cranberry is prepared to take the market by storm.

" My biggest takeaway from working with Briggs is a new understanding of how to work efficiently in a changing landscape. Because they are a startup, the needs of our client varied on a weekly and sometimes daily basis, and being able to readjust and refocus our work in an efficient way is a skill that will undoubtedly help me on future projects.

- Student Analyst Emma Kelly

You can learn more about Briggs' Original at:

<http://briggsoriginal.com/>

FALL 2016 CLIENT ENGAGEMENT

DRIVING STAKEHOLDER VALUE THROUGH PROCESS OPTIMIZATION AND IMPROVEMENT

By Daniel Harris

Project Manager: Daniel Harris

Student Analysts: Matthew Doheny, Kara Knights, and Matthew Scarpelli



Client's Challenge:

Our client, a government organization that advocates for local businesses, was having difficulty analyzing the effectiveness of informational forums held for these businesses. Our project team worked to provide recommendations for improvement surrounding a handful of areas in which the client was struggling. Poor event management processes, as well as unclear goals, were the primary issues facing our client. This disorganization led to lack of event awareness, low attendance numbers, and lackluster audience engagement. All in all, IUCG sought out a solution that would provide a basis for increasing the perceivably low stakeholder interest.

IUCG's Solution:

In order to find the reasoning behind the low attendance, the project team analyzed the performance of several client-hosted forums. After reviewing the events from both content and process perspectives, IUCG decided that fixing the event management processes was a crucial aspect in driving the continuous improvement of the forums.

As a result, the project team aimed to provide universally applicable guidelines pertaining to event role designations, marketing strategy, and operations management. These guidelines were geared towards improving the way in which forums are run, in addition to driving and encouraging stakeholder involvement through compelling event promotion and interactive audience engagement tactics.

IUCG's Impact:

Using the process documentation provided as the final deliverable, the client now has streamlined event management processes and can more easily manage the necessary tasks before, during, and after each forum. The creation of an executive team and defined tasks for each role provide clear and defined responsibilities, support stronger and more accurate tracking of forum goals, and encourage continuous improvement of the client's event management strategy. With a new-found, high-level of transparency, the client can react to any delays or unforeseen circumstances more effectively and in a more organized fashion, bringing exceptional value to all stakeholders.

"I had a great time working with a local government organization. Our project team used our strengths to manage the client and focus our attentions to where we could help the most. In the end we presented a deliverable that proved to be valuable to both IUCG and BID."

- Student Analyst Matthew Doheny

WHAT WE'VE LEARNED

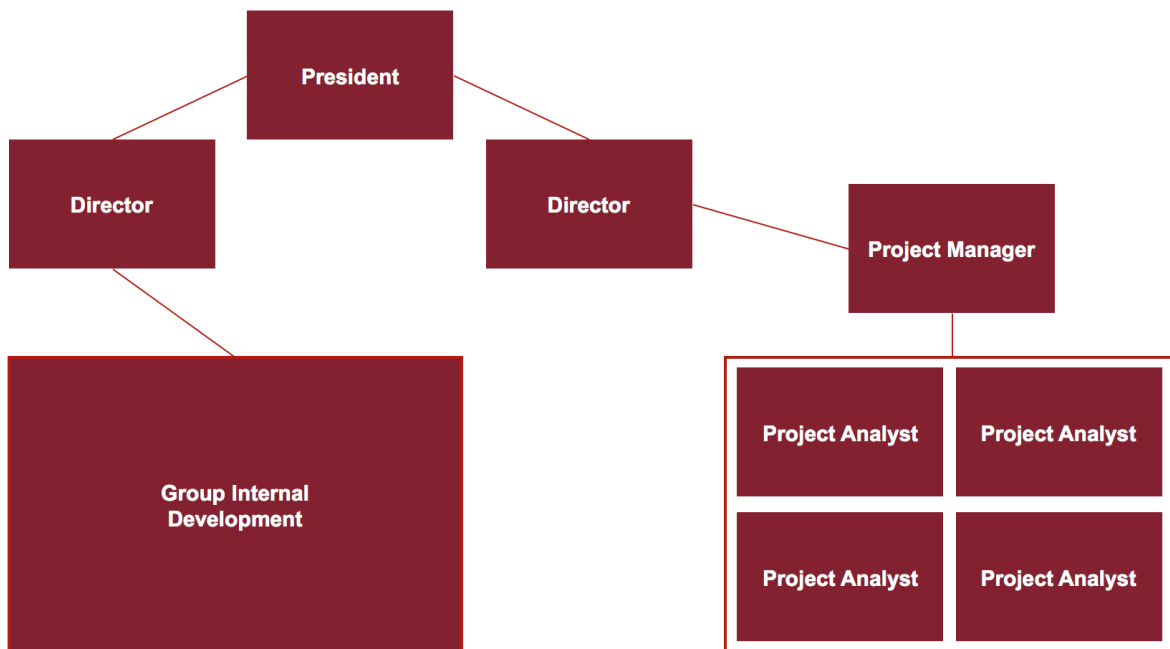
Reflecting on a new leadership structure

By Sara Clemente & Cole Gladstone

When we think of business strategy, one of the first terms that comes to mind is continuous improvement. For businesses and organizations, the abilities to reflect, reform, and adapt are vital in order to maintain success in a fast-paced environment. Just as we encourage this way of thinking for our clients, we must also look introspectively to ensure that IUCG maintains a lean operating environment. In order to help achieve this, we implemented a new leadership structure this past semester consisting of just three members.

In order to maintain operational excellence while incorporating this new efficiency, we took into account hours of interview material taken from a recently completed internal review. The previous seven roles were tactfully spread out between the new President and two Directors. However, given our group mission's focus on consulting engagements, along with the fact that these seven members were not participating in them, we found this structure inappropriate.

Clearly, we needed to better delegate executive team responsibilities and return members to engagement teams whenever possible. This realization prompted the creation of a new, three-member executive team. We documented each role and made this document available to all group members for increased transparency.



This semester, the new structure was implemented. The transition was very smooth due to the aforementioned documentation and transparency. We hope that this new structure will serve the group well as it continues to collaborate, solve and accelerate onward.

WHERE WE'RE GOING

Fall 2016 Accomplishments

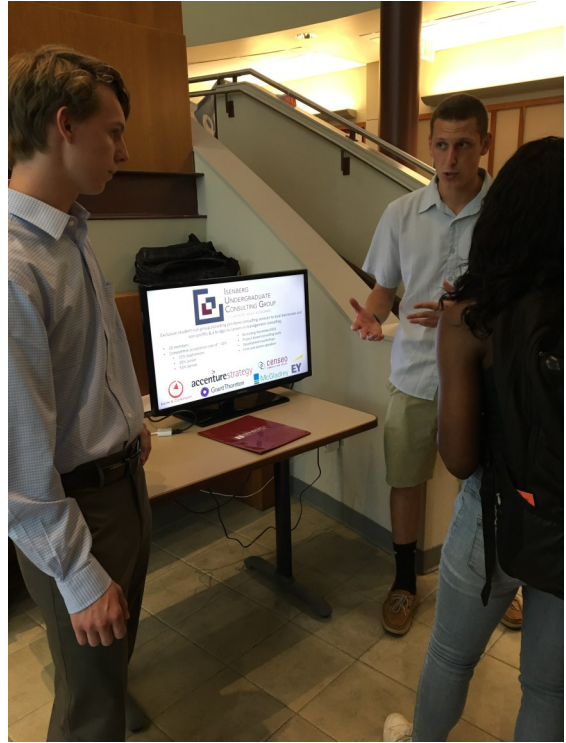
Hosted consulting professionals

Continued with formal case study presentations

Introduced client work into weekly meetings

Piloted new leadership structure

Collaborated within the Isenberg community



Members from IUCG leadership speak to interested students at the Isenberg Student Club Fair

Spring 2017 Initiatives

Further develop alumni engagement

Intra-semester recruiting activities

Collaborate with administrative bodies

Encourage more developed networking

Participate in case competitions



IUCG members listen to EY Executive Director, Jeff Johnson, speak about his career in Consulting

WHERE WE WENT

Interview with former IUCG President, Davies DeCesare-Fousek Consultant at IBM

Describe your day-to-day role as a consultant for IBM.

"It depends" is a phrase one hears a lot in management, and certainly pertains to my day-to-day role. During weeks when I'm on the client site, I'm with my team by ~9:30AM which can mean taking a flight from the east coast as early as 5:30AM. We always work closely as a team, camping out in a large conference room Monday through Thursday. During the day, I typically have one big project and a number of smaller tasks running in parallel. There are ebbs and flows of client work, and I would generally classify my time spent into four buckets: meetings, "production" work, ad-hoc requests, and managing the client. Time spent in meetings always results in "production" work or re-work. Production work is developing work products (slides, memos, models, etc) and can be interrupted by ad-hoc requests by the client or team members. Lastly, as clients expect more than recommendations, our team works to build consensus with the client, effect change and have a measurable impact in achieving the project objectives.

Why did you choose to start your career at IBM?

IBMers have invented many things that have transformed business. One can find someone with expertise on just about anything. IBM has tremendous prominence in the intersection of business and technology, leading in Forrester's ranking of "business transformation consultancies". I knew that I wanted to gain exposure to many industries, drive change, and work with top notch people, but was unsure of my exact career path. IBM has allowed me to work with cross-functional teams from all imaginable backgrounds, gain exposure to end to end solutions and build a comprehensive skill set to allow me to pursue my future career endeavors.

More specifically, the entry level undergrad hire program at IBM for Consultants (Consulting by Degrees) is a 2 year program broken into 4 "quads". I started in the second July class of 2016 with 35 other Consultants and while only 3 of us are out of the Boston office, we all return to our 4 "quad" trainings together. The program allows you to build a network, gain experience through projects and trainings and develop leadership skills to progress in your career.

What hard/soft skills did you develop during your time with IUCG that apply to your consulting role?

Undergrad helped prepare me for managing a volatile schedule with tight deadlines and juggling academics, extracurriculars, a social life and remaining healthy. Consulting continues to develop that skillset and many guess that 40%+ of well-paying fortune-500 jobs require travel (executives, consultants, business development).

Specifically, IUCG was a defining experience for me that developed my ability to work in teams, manage personal/professional relationships and learn from my mistakes in undergrad, not in my career. In my opinion, failing fast and making mistakes in safe environments (not in front of the client) is the best place and an opportunity everyone should embrace.

What types of projects are you working on?

At IBM, I'm a part of the Digital Practice, covering Retail, Consumer Products, Travel and Transportation and Life Sciences clients. My client engagements have entailed post-merger integration planning for a \$40B global airline, and internal work supporting integration of IBM acquisitions. Broadly speaking, IBM's Digital Practice transforms business' operating models and operations through developing end to end solutions that span strategy, business process, people/change management, and technology.

How important is feedback for continuous improvement and developing high-quality deliverables?

Feedback is truly a fight that keeps you sharp. Good or bad feedback is meaningful when it comes from someone one respects and acts as a way to gauge one's performance. Clients pay millions of dollars to know what their customers are thinking and as a consultant, I strive to never take feedback for granted. I often ask my peers, "I was thinking about XYZ approach, what are your thoughts?" It's invigorating to discuss approaches to solve for different problems with senior peers and often a time when I gain knowledge or discover a more efficient method of problem solving. Consulting is a team sport and feedback is one of the most vital aspects.

How has the transition been from student to full-time employment? Do you have any recommendations for graduating seniors?

Still in my first 6 months as a Consultant, I'm continually developing skills to perform at the highest level. In undergrad I was used to being a top-performer, so feedback can hurt while one goes from a consulting newbie to a top performer. Great firms expect a lot from their people. A simple question to oneself is "are you proud of your work?", if one is not, working nights or weekends can happen so one doesn't disappoint the client or our peers. Most importantly coming out of undergrad, one should be listening/observing as much as possible. Being a great listener is not only important as a consultant, but in life generally. Consulting helps develop your ability to listen to what is said, ask probing questions, notably recognize what is not said to uncover hidden assumptions and confirm your understanding.

Finally, traveling is an ugly part of consulting. Most firms travel 80% of the week, Monday to Thursday to client sites. When you're young, it can be exhilarating, and there's certainly a upside of bonding with your team plus earning airline, hotel and car rental points. On the flipside, travel adds hours to your work week, disrupts your routine and prevents you from being home. I find that creating a routine and having travel traditions help tremendously. I pack the same things, organize things the same way, stay at the same hotel brands, and most importantly cut out time in the day for yourself to workout, read, etc.

BEYOND THE GROUP

INTERNSHIP AND JOB PLACEMENTS

SENIORS

IUCG Member	Company	Position/Program
Andrew Petricone	Grant Thornton	Business Consulting & Technology Associate
Sara Clemente	EY	Government Public Sector - Advisory Services
Kara Knights	Grant Thornton	Business Consulting & Technology Associate
Alex Blohm	AIG	Commercial Underwriter
Nicholas Jacobson	Epsilon	Associate Business Systems Analyst
Emma Kelly	EY	Risk Advisory Associate
Harold Hodge	Grant Thornton	Risk Advisory Services
Daniel Harris	PwC	Advanced Risk and Compliance Analytics
Holly Furner	Grant Thornton	Business Consulting & Technology Associate
Jake De Medeiros	Clarion Healthcare	Associate Consultant

JUNIORS

IUCG Member	Company	Position/Program
Brian Campbell	CitiGroup	Sales & Trading Summer Analyst
Lauren Katz	EY	Advisory Consultancy Program - Risk Advisory
Cole Gladstone	Liberty Mutual	Commercial Insurance Analyst Development Program
Stephanie Lopez	EY	Advisory Consultancy Program - Risk Advisory
Rebekah Arsenault	Liberty Mutual	Analyst Development Program
Matthew Scarpelli	EY	Commercial Assurance Intern

SOPHOMORES

IUCG Member	Company	Position/Program
Paloma Caceres	Bistro 63 Monkey Bar LLC	Office Manager

Connecting with the Group – Alumni & Firms

Recruiting Opportunities

IUCG has begun to provide a platform for students to navigate the recruiting process, through both individual and group mentorship. We can improve our placement with the help of Alumni. We hope that some of you are interested in reviewing resumes, providing career guidance and speaking with members of the group about opportunities at your company.

Project Mentoring

Each semester we work with new and existing clients on a pro-bono basis. This semester we launched our project mentoring initiative in partnership with recent IUCG alumni. Acting as project advisors, they were able to provide valuable feedback and advice to analysts on how to structure and manage the project. The program was immensely successful and we hope to continue it for future semesters.

Feedback

It's important that you are enjoying this edition of the semester review and our other publications. Additionally, if you have input on a project we'd love to hear it! Please send us your thoughts and ideas.

Networking Opportunities

We are seeking networking trips to Boston and New York City. Isenberg & UMass Alumni have been extremely supportive thus far and we'd like to expand our trips to visit more.

Case Studies & Social Media

We have started to publish case studies on our client engagements, broken down by the client's challenge, our solution and the subsequent impact. These provide an excellent example of how we work with our clients. If you're interested in viewing more of what we do, these items are published on our website and social media.

LETTER FROM THE PRESIDENT: Signing Off



As the group continues to improve, we have adjusted the transition of leadership to occur between the fall and spring semesters. We believe that this adjustment will allow for a more fluid and effective transition of leadership, as the previous leadership team will remain a resource for the incoming team. I am confident that next semester's leadership will continue to bring IUCG to greater heights and look forward to remaining active in the group this spring.

After serving as the group's president, it has become increasingly evident to me that there is high demand for the kind and quality of work that our members do. This is a driving force behind our efforts. Next semester we will have the largest group of Junior Analysts since the clubs inception, and the opportunities to work on multiple new projects. This is truly an exciting time.

Best wishes,
Sara Clemente

CONTACT THE GROUP (Spring 2017 Leadership)

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Jake DeMedeiros (Director) - jdemedeiros@umass.edu

Brian Campbell (Director) - briancampbel@umass.edu

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