

Functional Matrix

<p>Functional Role 1: Business Development</p> <p>Build the business through 1) external sales, 2) develop partnership/alliances with other complementary companies and 3) see Corporate Strategy (below).</p>	<p>Other: External sales (prospecting) is more common in start-ups. Other titles with similar tasks; business analyst, business planning, corporate development</p>
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Transferable Skills	Representative Tasks	Traits/Qualities	Business Impact
<ul style="list-style-type: none"> • Analysis/Problem Solving – define the objective and information needed • Conduct quantitative and qualitative research • Conceptualize/synthesize findings into a coherent solution/direction • Collaborate with internal and partner-company teams • Build relationships • Lead teams and work cross-functionally • Negotiate deals • Manage projects • Write and persuade • Make presentations 	<ul style="list-style-type: none"> • Identify ideal business partners and partner segments • Prospect for business – make cold calls and follow-up • Design business partner programs including benefits, training, rewards, etc. • Perform competitive assessments and modeling to support business investments • Structure and negotiate agreements • Manage and optimize portfolio of partnerships • Prepare proposals for new business opportunities 	<ul style="list-style-type: none"> • Self-starter • Eager to meet or exceed objectives • Entrepreneurial mind-set • Thrive in a fast-paced, ambiguous and changing environment • Detailed and “big-picture thinker” • Team-oriented 	<p>Grow the overall business organically or through M&A</p> <p>Increase audience/reach, revenue and margin expansion</p> <p>Expand relationships with partners</p>

Functional Matrix

<p>Functional Role 2: Consulting</p> <p>Provide advice, guidance and solutions to client organizations on critical management issues including; strategy, operations, human capital, supply chain and technology. In some cases, help implement solutions.</p>	<p>Other Consulting Practices:</p> <ul style="list-style-type: none"> • Human Capital • Non-profit • Technology • Internal Consulting • Marketing Consulting • Brand Consulting • Sustainability Consulting • Post-merger integration consulting <p>Also consider Business Advisory Services – assist companies to identify and manage risks inherent in business processes and technology systems. Provide firms with the information needed to meet strategic and financial goals.</p>
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Transferable Skills	Representative Tasks	Traits/Qualities	Business Impact
<ul style="list-style-type: none"> • Listens/interviews various stakeholders • Problem formation and diagnosis • Conduct extensive research and analysis • Synthesize information and draw key insights and solutions • Facilitate client team meetings • Manage projects • Model information • Write reports • Develop and present recommendations 	<ul style="list-style-type: none"> • Lead client working sessions • Design and conduct primary research to support hypotheses • Formulate recommendations • Elicit information from others and synthesize into a cohesive Perspective • Present defined portions of the presentation • Apply consulting methodologies to client's situation • Manage implementation of solution (in some engagements) 	<ul style="list-style-type: none"> • Crave change – enjoy working on cutting edge issues • Poise and polish • Results-oriented • "Big picture" thinker • Comfortable with ambiguity • Team-oriented • Politically astute 	<p>Fundamentally improve the way a company operates</p> <p>Have a positive impact on company's competitive position</p>

Functional Matrix

<p>Functional Role 3: Corporate Finance</p> <p><u>Treasury</u>: provide funding, risk management and mitigation support and investment oversight.</p> <p><u>FP&A/Operations Finance</u>: evaluates risk vs. potential return for any course of action and develops recommendations to meet goals.</p> <p><u>Audit/Advisory</u>: Internal Consulting Role. Analyzes qualitative and quantitative processes for compliance and improvement opportunities. Provides strategic and tactical recommendations to senior management.</p>	<p>Other analyst roles in:</p> <ul style="list-style-type: none"> • Capital Budgets • Revenue • Project Finance • Internal Audit • Cash Management • Corporate Development and Strategic Planning
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Transferable Skills	Representative Tasks	Traits/Qualities	Business Impact
<ul style="list-style-type: none"> • Analysis/problem solving – define the problem and information needed to solve it • Create models to convey information • Manage multiple projects • Collaborate with other departments • Write and present findings clearly and concisely • Develop and make presentations to management • Think strategically to identify financial, operational and process improvement opportunities 	<ul style="list-style-type: none"> • Translate internal and external data into comprehensive and actionable insights <ul style="list-style-type: none"> • Provide financial modeling in support of cross-functional projects • Interpret the impact of business opportunities and market shifts with meaningful, accurate financial forecasts • Partner with internal teams to prepare monthly, quarterly and annual forecast of cash flow • Generate and manage budget, provide related analyses on qualitative and quantitative activity. • Analyze risk, including foreign currency translation • Manage the monthly financial close process including identifying and resolving discrepancies in actual transactions versus planned activity • Design monthly reporting packages to senior management, summarizing functional area financial results 	<ul style="list-style-type: none"> • Work under tight deadlines • Manage multiple project demands • Comfortable working independently and in a team • Comfortable with structure and policies • Strong detail and quantitative orientation 	<ul style="list-style-type: none"> Manage risk Align financial resources with corporate goals Ensure adherence to corporate governance Help drive process improvements

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<p>Functional Role 4: Corporate Strategy</p> <p>Provide executive team with analysis and frameworks to set a strategic direction and achieve business objectives.</p>	<p>Other: Consider Corporate Development or Business Development if interested in M & A transactions, strategic investments and licensing deals.</p> <p>Some strategic planning positions fall under corporate finance departments</p>
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Transferable Skills	Representative Tasks	Traits/Qualities	Business Impact
<ul style="list-style-type: none"> • Research and analyze complex data and trends • Synthesize and communicate insights and recommendations • Conduct qualitative and quantitative analysis • Model information • Forecasting skills • Lead teams and work with cross-functional teams • Influence internal and external stakeholders • Make presentations 	<ul style="list-style-type: none"> • Conduct research utilizing both internal and third-party data sources • Identify and analyze major growth opportunities • Assess competitive landscape, threats and market dynamics • Build complex models to assess NPV, IRR, risk/reward trade-offs, etc. • Make recommendations on alliances, licensing/collaborations and M&A 	<ul style="list-style-type: none"> • Detail-oriented and “big picture thinker” • Demonstrates sensitivity at all levels of the organization • Ability to handle multiple priorities • Self-starter • Independent problem-solver • Team-oriented • Political Savvy 	<p>Drive profits and mitigate market risks</p> <p>Benchmark internal and external best practices</p>

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<p>Functional Role 5: General Management/Rotational Programs</p> <p>Structured programs that include cross-functional training to build technical, leadership and business skills with the goal of serving as a general manager. Long term potential to move into C-level roles.</p>	<p>Rotational Programs in a variety of areas:</p> <ul style="list-style-type: none"> • Finance • Corporate Strategy/Biz Dev • Marketing & Sales • Human Resources/Talent Management • International Management • Operations • Supply Chain <p>Note: need to be willing to relocate including global assignments</p>
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Transferable Skills	Representative Tasks	Traits/Qualities	Business Impact
<ul style="list-style-type: none"> • Problem Solving/Critical Analysis • Decision Making • Conceptual and strategic thinker • Manage projects and people • Lead teams and work cross-functionally • Influence internal and external stakeholders • Write and persuade • Make presentations 	<p>Most summer rotational programs provide a variety of challenging assignments in one functional area and are tailored to the students' background, interests and goals. It is typically considered the first rotation of a full-time management/leadership rotational program. Typical assignments:</p> <ul style="list-style-type: none"> • Participate in select operational, strategic, marketing, finance and business development projects • Conduct research and analyses on competitors, sales, profitability, supply chain, new products, etc. • Formulate business decisions based on understanding of business strategy • Make and present recommendations 	<ul style="list-style-type: none"> • Ability to manage multiple priorities • Political savvy • Mental toughness • Flexible • Action and results-oriented • Detail and "big picture" thinker • High integrity to gain respect and trust 	<p>Help the company meet its strategic and profit making goals through:</p> <ul style="list-style-type: none"> • understanding competitive threats and opportunities • planning strategic direction • enhancing competitive positioning • implementing cost-cutting business processes

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<p>Functional Role 6: Marketing</p> <p>Manage all elements of the relationship between the product/service and the consumer. Own all aspects of a major brand or a portfolio of products. Brand managers typically have profit and loss responsibility.</p>	<p>Other titles:</p> <ul style="list-style-type: none"> • Brand Manager (consumer products) , Product Manager (tech) Marketing Manager (non-consumer product companies) <p>Related areas:</p> <ul style="list-style-type: none"> • Product Development, Financial services marketing, professional services <p><i>For Tech, marketing is often internally focused, sales works directly with tech customer</i></p>
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Transferable Skills	Representative Tasks	Traits/Qualities	Business Impact
<ul style="list-style-type: none"> • Analysis – use quantitative and qualitative data analysis to understand business issues • Synthesize data to make decisions • Brainstorm new possibilities; products, strategies, promotions • Motivate and Influence departments and individuals without direct authority • Coordinate efforts of other units to meet marketing goals • Write business and marketing plans and proposals • Make decisions of all aspects of the product 	<ul style="list-style-type: none"> • Monitor the competitive landscape of the brand • Understand and use quantitative and qualitative data to identify the right course of action • Develop promotions, advertising, product strategy and product launches • Forecast annual volume, market share and profit targets for your brand • Make decisions on product pricing, new product and brand development • Coordinate activity and strategy with sales organization • Manage budget and perform financial analysis • Write and deliver annual marketing plan • Make choices around marketing mix to reach goals • Manage team to achieve initiatives 	<ul style="list-style-type: none"> • High energy and enthusiasm • Curiosity • Empathy – ability to put yourself in the position of the consumer • Enjoy variety and multi-tasking • Intellectual curiosity • Work under pressure • Results-oriented • Team-oriented • Flexible 	<p>Increase sales and market share</p> <p>Strengthen “brand identity”</p>

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<p>Functional Role 7: Operations</p> <p>Consists of all activities that contribute to a company’s main line(s) of business including infrastructure, supply chain, customer service, logistics, production and maintenance.</p>	<p>Other paths using these skills:</p> <ul style="list-style-type: none"> • Global Product Planner • Supply Chain Management • New Products Operations • Logistics • Operations Analysis • Sales Operations • Transportation
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Transferable Skills	Representative Tasks	Traits/Qualities	Business Impact
<ul style="list-style-type: none"> • Analysis/Problem Solving – define the problem and information needed to solve it • Quantitative analysis – use analysis to understand and measure work flows, performance, etc. • Present data in a clear, accurate and useful manner • Initiate and manage major projects • Coordinate and influence people/ functional departments not under your control • Make presentations 	<ul style="list-style-type: none"> • Identify areas for improvement in data, systems and processes • Develop possible solutions, prepare project launch plans • Develop and monitor performance metrics • Create processes and tools to improve performance • Perform inventory and demand planning to support senior leaders in tactical and strategic decisions • Manage operations personnel • Partner with other departments (engineering, finance and marketing) to understand factors that influence project scope 	<ul style="list-style-type: none"> • Work independently and collaboratively • Comfortable driving change • Detail-oriented • Strong time management skills • Results-orientation 	<p>Increase profitability through:</p> <ul style="list-style-type: none"> - controlling costs - maximizing operational efficiency and effectiveness - quality and continuous improvement

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<p>Functional Role 8: Product Management</p> <p>Manage product development process from conceptualization to launch.</p>	<p>Other:</p> <p>Product management positions are found in: Tech, Digital Media, Gaming, Biotech, Clean Tech and Design Consulting</p>
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Transferable Skills	Representative Tasks	Traits/Qualities	Business Impact
<ul style="list-style-type: none"> • Develop the strategic direction of the product • Evaluate customer wants, likes and dislikes • Write product specifications • Analyze resources needed • Coordinate and work cross-functionally with engineering, business and customers • Influence and motivate others • Resolve conflict • Conduct trainings and demonstrations • Manage projects 	<ul style="list-style-type: none"> • Drive the prioritization of features and tradeoffs • Conduct competitive and market analysis and forecasting • Build models • Analyze customer base and identify key drivers • Use market research data to develop insights to identify business opportunities and product strategies • Create product promotions, data and selling sheets, training and other sales tools • Develop and implement pricing strategies to maximize product line growth and profitability • Develop strategic and annual operating plans 	<ul style="list-style-type: none"> • Thrive in constant change • Adaptable/Flexible • Comfortable with ambiguity • Enjoy multi-tasking • Detail oriented and “big picture” thinker • Results-oriented • Entrepreneurial approach 	<p>Develop new products/services that impact the way people live and work</p> <p>Optimize growth and profitability</p> <p>Drive user adoption and loyalty</p>

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Functional Role 9: Project Management	
Manage all aspects of project lifecycle and ensure on-time delivery	

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<ul style="list-style-type: none"> • Analysis/Problem Solving – define the problem and information needed to solve it • Quantitative analysis – using analysis to understand business issues • Synthesize data to inform metrics and make decisions • Influence departments and individuals not under your control • Motivate and lead cross-functional team to accomplish objectives • Resolve conflict • Develop communication plan and communicate project status to all stakeholders • Coordinate with other people/ functional departments not under your control • Troubleshoot and resolve problems • Write reports • Make presentations 	<ul style="list-style-type: none"> • Define and manage the project scope and objectives • Manage the project schedule and track project milestones and metrics • Establish and lead internal and external project teams and involved parties • Make decisions on labor, materials and other resources to accomplish project goals • Assess project risk and develop contingency plans • Oversee and monitor project budget • Identify and communicate lessons learned and best practices to aid the team in making data-driven decisions 	<ul style="list-style-type: none"> • Self-motivated • Strong time management and organizational skills • Comfortable with shifting priorities, demands and timelines • Enjoy working independently and collaboratively • Deliver results under tight deadlines • High initiative 	<p>Improve time-to-market, predictability and quality of solutions</p> <p>Champion and continually improve processes</p>