

# Ericsson Strategic Programs Practice

**ERICSSON SPP**   
In-house management consulting

Introduction material for candidates



# Interview process



**Congratulations!** You have made it to the interviews at Ericsson SPP!



**Round 1:**  
2 interviews with  
Consultants or  
Engagement managers

**Round 2:**  
2-3 interviews with  
Engagement managers,  
Associate Principals and  
Principals

**Signed!**



**Help from a buddy!**

**We want you to succeed on your interviews!**

- Throughout the entire process, one of our Associate Consultants will support you with your questions, preparation and feedback
- Need a mock interview? Ask your buddy!
- Don't hesitate to talk to your buddy if there are anything else we should be aware of

# Interview structure: Each interview is ~1h and consist of two parts

1

## Personal fit (15-30min)

- The aim of this part is to gauge whether you and Ericsson SPP are a good fit on a personal level

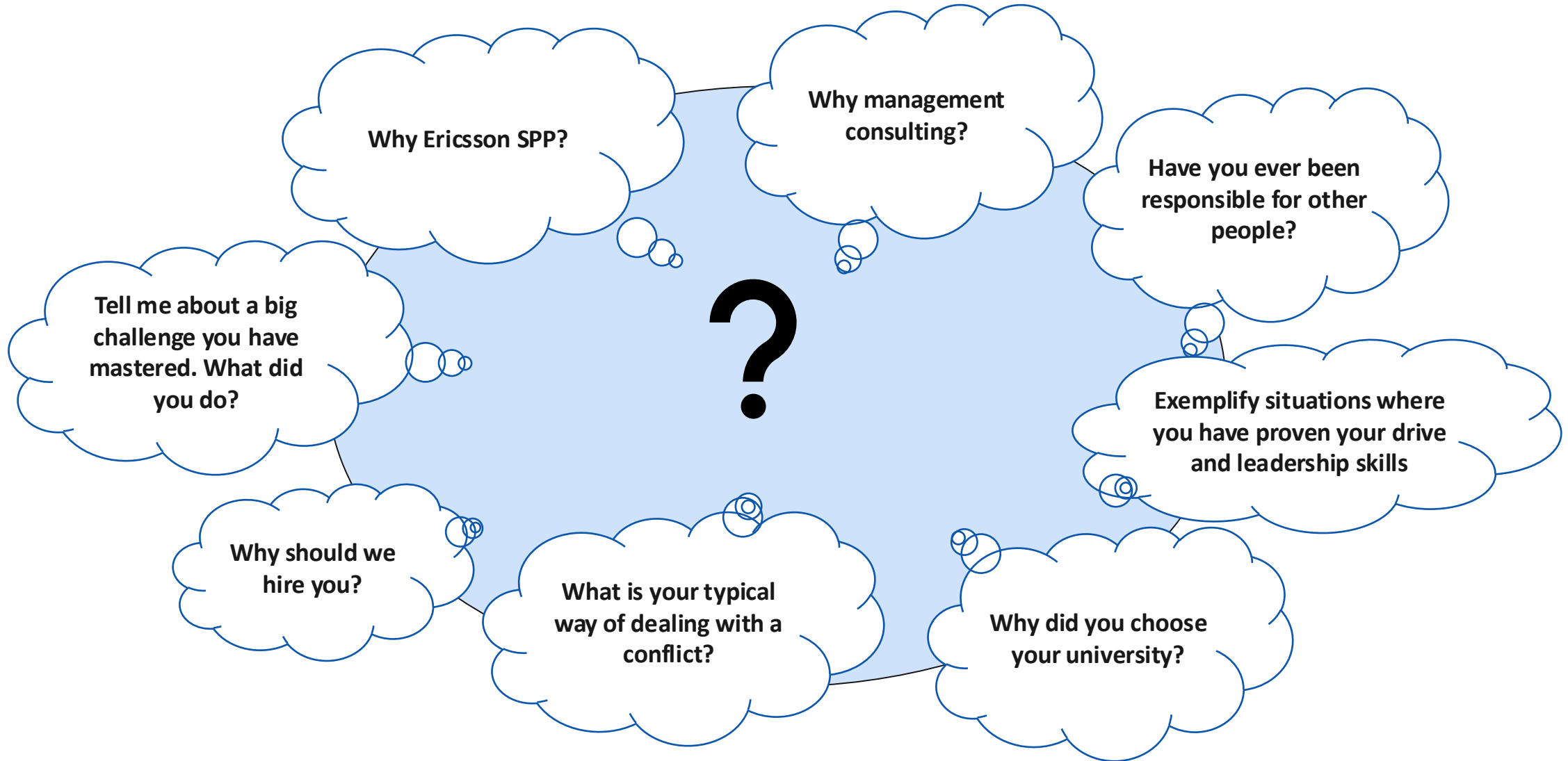
2

## Case solving (30-45min)

- The case aims to evaluate if your skill set matches the requirements of a management consultant
- Among other things, you will be tested with regards to
  - Structured thinking
  - Problem solving abilities
  - Analytical capabilities
  - Communication skills
  - Confidence and professionalism in front of the client
  - Ability to cope with stressful situations

**Read this preparation deck before your interviews and ace the case!**

# 1 Personal fit – Example questions



## 2 Cases – Helpful practices

### Listen

- **Listen carefully to the question** – what are we really asking for?
- **Verify the objective** and that you have understood the question correctly
- **Take notes** to remember the case objective and keep track of crucial details

### Organize

- **Take a minute** or two to organize your thoughts before you begin
- **Establish a structure** or framework that will help you to answer the case question
- **Use standard frameworks carefully** – use only frameworks that are applicable to the case question and that you can fill out with your own analysis
- **Ask clarifying questions**

### Execute

- **Use your structure** to investigate the problem at hand systematically
- **Think out loud**, but think before you speak
- **Manage your time** – balance focus on details with broad perspective
- **Remember to be MECE**
- **Motivate all estimates** and assumptions
- **Pay close attention to** your interviewer's feedback

### Summarize & recommend

- **Summarize your answer** in the end in a structured manner – make sure it answers the case question
- **Make it short** and to the point
- **Do not be afraid to formulate** your answers as a recommendation to a senior manager
- **Think about next steps** based on your analysis – what would have to be done next? What are the key risks?

## 2 Cases – Examples of different case questions



## 2 Cases – Example food store

### Example case

**Prompt:** What is the yearly profit of the food store in your neighborhood?

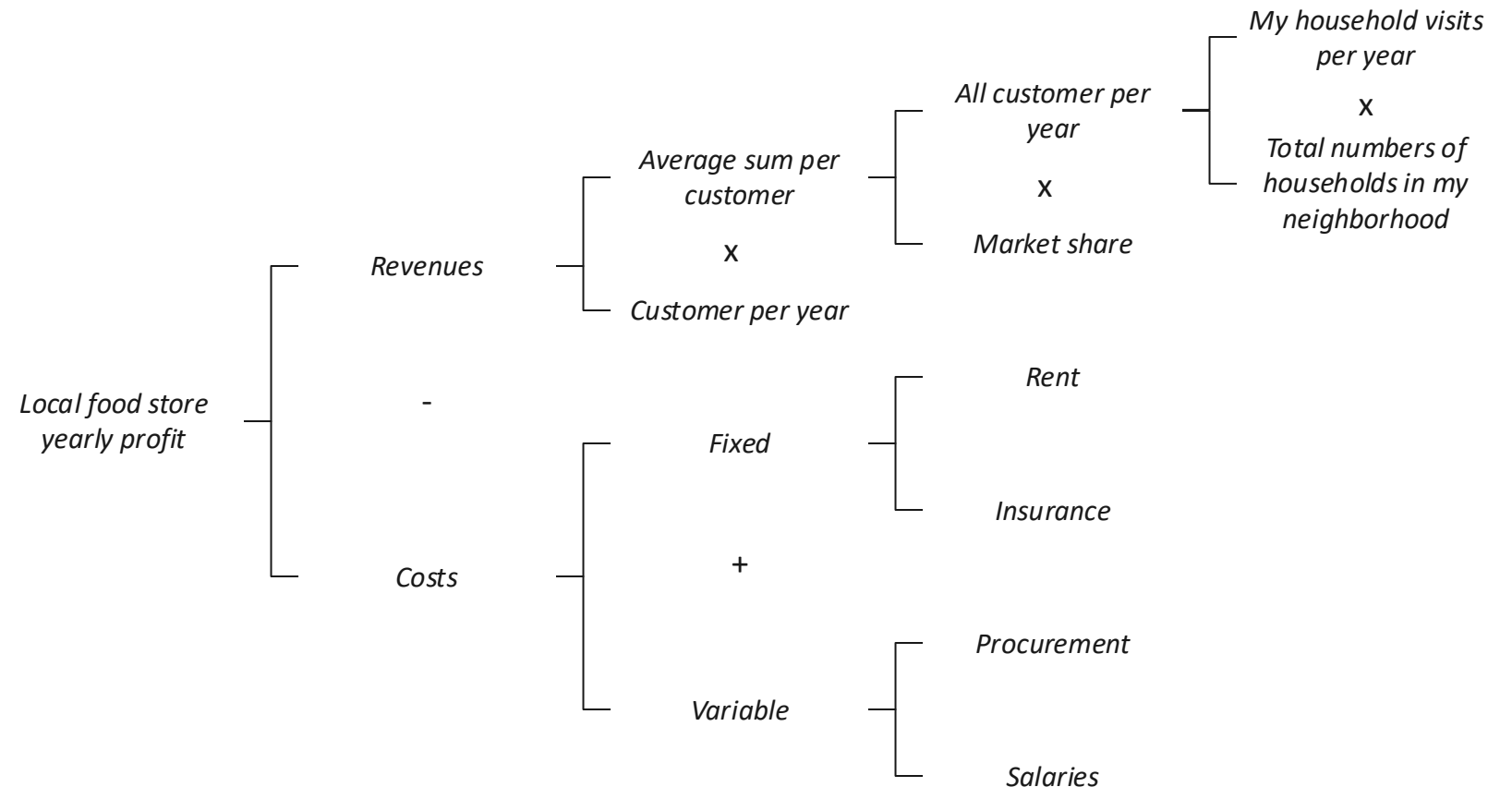
**The interviewer will look for** a structured approach, analytical skills and time management.

**This slide explains a good approach** to how the questions could be broken down into sub-questions and addressed in a structured manner.

**Note:** There are several ways to build your structure, this is only one example

### Example approach

*Start from the left and build up a logic tree of areas to cover*



## 2 Cases – Example food store – continuation

### Example case

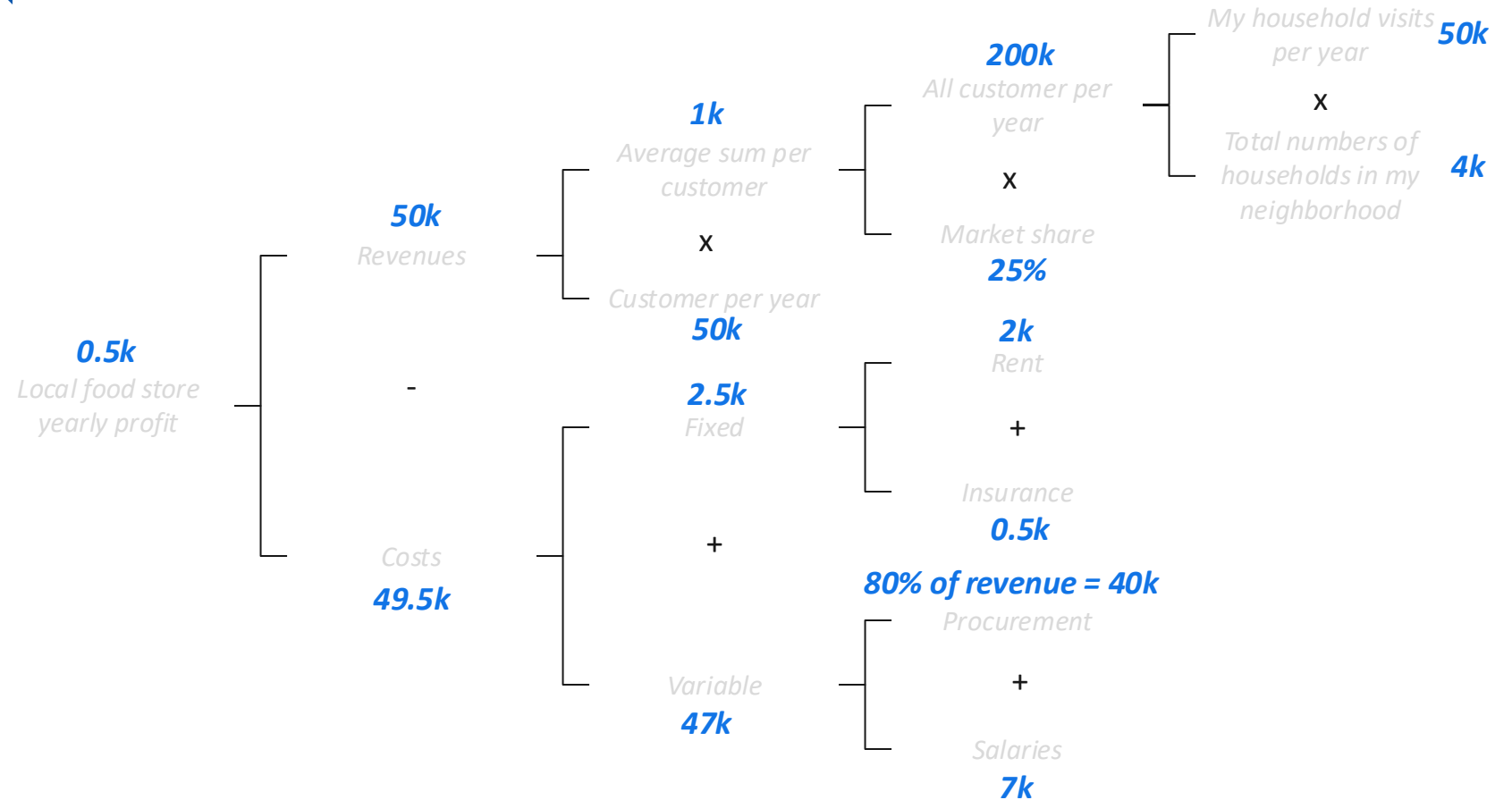
#### Tips!

Stop the logic tree where you believe you can argue for an assumption, e.g.,

- An average household includes between 2-3 people, and the population of my neighborhood is about 10k people, which gives us 4k households
- There are three competitors, giving my food store an approximate market share of 25%.
- The majority of a retailer's cost comes from procurement and 20% could be a reasonable margin

### Example approach

← Solve the question by starting from the right and working your way to the answer



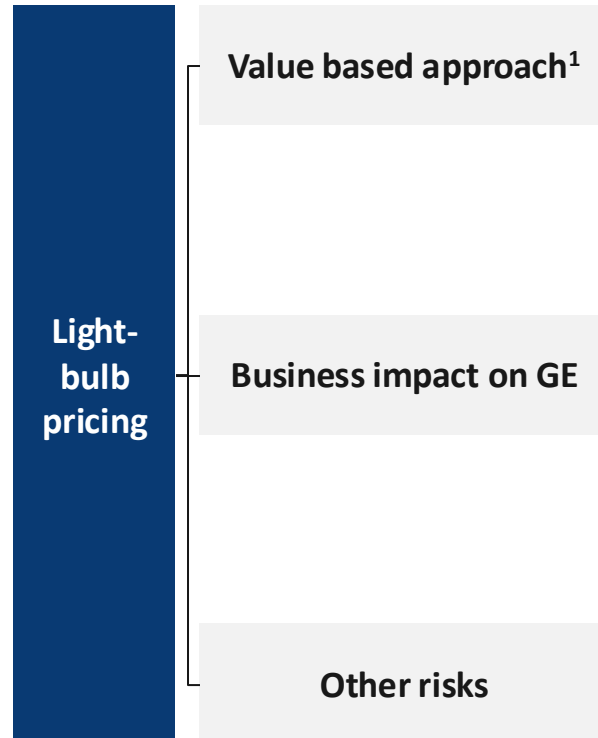
## 2 Cases – Examples – light bulb

### Example case

**Prompt:** GE's CEO asks you to price their new light bulb that never burns out.

**The interviewer still look for** a structured approach, analytical skills and time management, however, the answer will require more creative skills and business sense

### 1. Set the structure



”

*“I would like to investigate the following three areas to answer that question”*

”

### Example approach to tackle the case

#### 2. Discuss each area in order

- Estimate how many normal light bulbs a person would need to replace one that never burns out
  - Estimate the price of a normal light bulb
  - Multiple the numbers above
- 
- Investigate how much business and money traditional light bulbs account for at GE
  - When the demand has been fulfilled, the sales will drop to near zero – How
- 
- Are there any other objectives that can or need to be fulfilled, e.g., instant need for cash?
  - Patents pending?
  - Substitutes?

#### 3. Summarize & recommend

”

- *Based on the facts....*
- *....and that.....*
- *....I recommend to...*
- *...potential next steps would be....*

”

1) There are many alternatives to value-based approach, e.g., Cost-based

## 2 Cases – use fact-based assumptions

**Context:** For many parts of the case solution, you need to make assumptions. The interviewer is looking for fact-based assumptions and wants to see a rationale behind your answers

| Type of assumptions  | Examples   |
|--|--|
| <b>Known Facts</b><br>Just use them!   | “10 million people live in Sweden”   |
| <b>Benchmark own experiences</b><br>Relate to yourself, your household or a group you know | How many cups of coffee do Students in Sweden drink on average? “Most of my student friend's drink about 2-3 coffees per day, so I'll use that as an estimate” |
| <b>Benchmark something similar</b><br>Relate to something similar                          | How many stores are there in Kista? “Kista Galleria seems to be as big as Nordstan, so I'll use that as an estimate”   |
| <b>Unknown facts</b><br>Show them how you reflect about the question                       | What is the margin of toilet paper? “ I am not sure, but this... could indicate low margin, on the other hand, this.... Could indicate high margins”           |

# AI in the interview process

## Context

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- Ericsson in general, and SPP in particular, are working to integrate AI into our daily lives, and we use cutting-edge tools every day.
- Many of our projects also include AI-related topics in collaboration with our global leaders.
- We know that many candidates will use AI to prepare for interviews — this could involve polishing their resumes, practicing interview questions, and, when used responsibly, leveraging AI as a valuable tool to support preparation.
- However, misuse can compromise fairness in the process. Using AI to misrepresent yourself or to generate real-time responses during an interview creates an uneven playing field and prevents us from understanding who you truly are.

## AI dos and don'ts

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**Rehearse with AI-generated interview questions and scenarios**



**Encouraged**

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**Use AI to clarify terminology or concepts while preparing**



**Encouraged**

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**Leverage AI tools in real time during the interview**



**Not allowed**

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**Inventing or inflating achievements beyond your experience**



**Not allowed**



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