

# *THE NORTHBRIDGE GROUP*

---

ECONOMIC & STRATEGIC CONSULTING

Analyst Recruiting

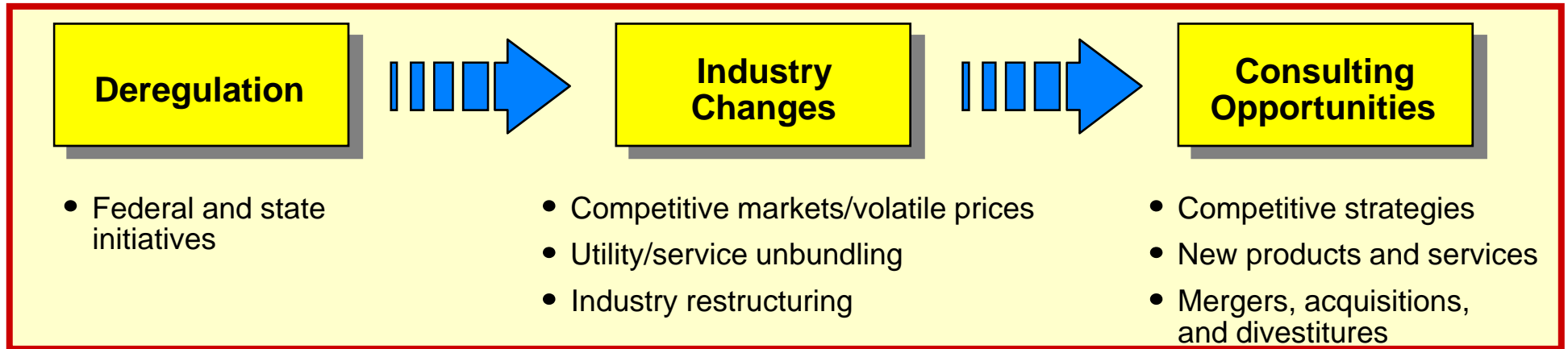
# **WHAT IS NORTHBRIDGE?**

---

- Started in 1992
- Economic and strategic consulting firm
- Specializing in the energy industry
- 26 consultants
- Located in Concord, MA (Boston suburb).

# THE ENERGY INDUSTRY

- The changes now underway in the electric and natural gas industries are as far-reaching as those that deregulation brought to the telecommunications and airline industries

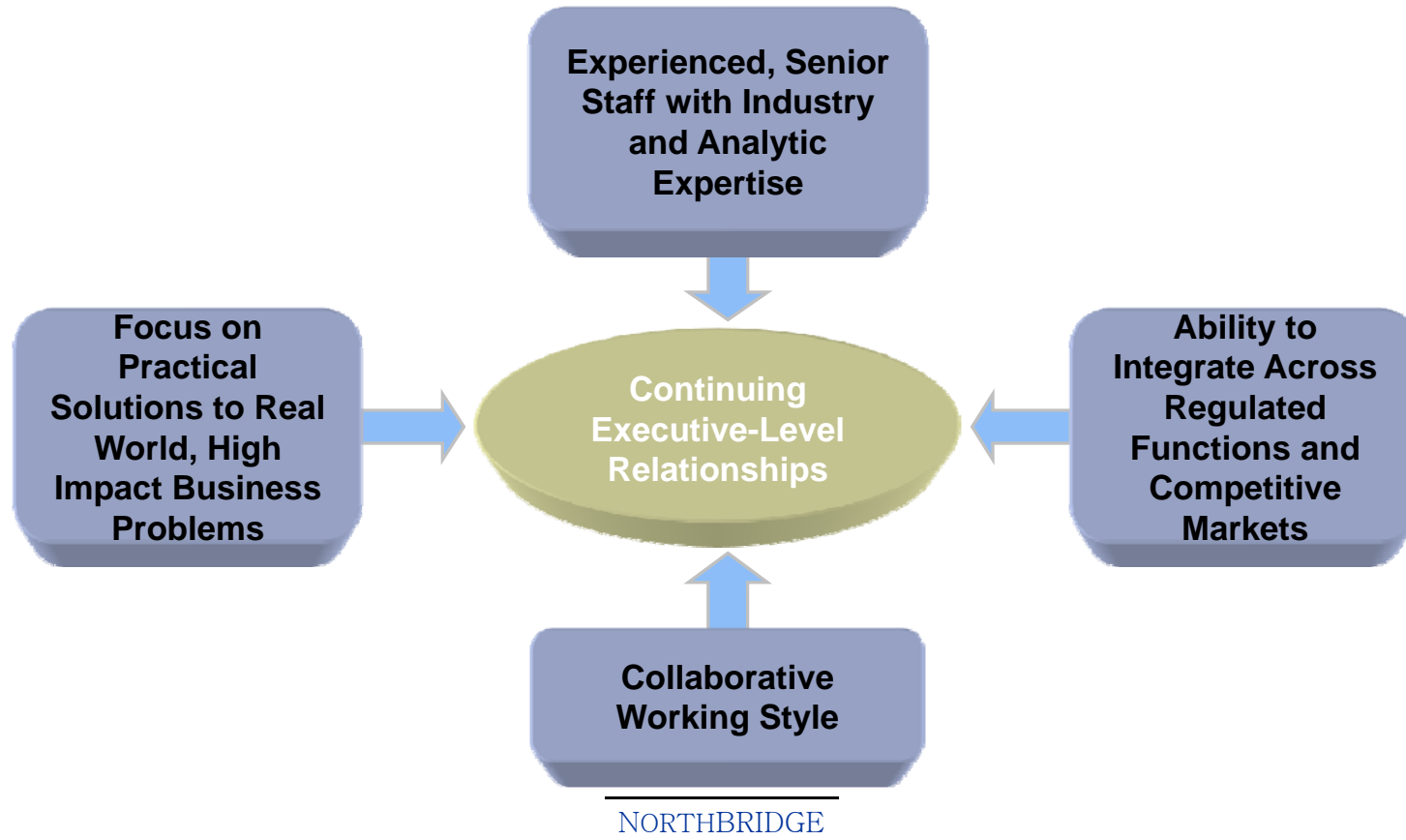


- NorthBridge helps clients by:
  - Improving performance in competitive markets
  - Identifying opportunities arising from industry change
  - Helping manage project and market risk
  - Developing and providing economic support for regulatory strategies.

# WHAT WE DO

---

- NorthBridge is well-known and respected within the energy industry
- We work for senior executives, often the CEO, and maintain long-term client relationships
- Our blend of analytic and industry expertise enables us to provide exceptional value
- Our excellent reputation brings opportunities to work on clients' most important initiatives.



# **NORTHBRIDGE STRUCTURE**

- Meritocracy – motivation and performance are rewarded through increased responsibility, greater challenges and bonus compensation
- Work environment is informal and allows analysts to work closely with associates and principals
- Analysts are able to work on many different types of projects
- Flat structure and team environment allow analysts to make valuable contributions.

## WHAT YOU WILL LEARN

---

- Analysts at NorthBridge have the opportunity to develop a wide range of skills:
  - Quantitative and financial analysis
  - Simulation modeling
  - Presentation skills
  - General research and problem solving
  - Project management
- Analysts generally work 2-4 years before pursuing an MBA or PhD
- Possible promotion after 2-3 years to Senior Analyst with enhanced opportunities for 1-2 additional years.

# TYPICAL NORTHBRIDGE PROJECTS

- NorthBridge projects cover a wide range of topics
  - Long-term corporate strategy
  - Merger and acquisition activity
  - Asset divestiture decisions and auction support
  - Market design
  - New investment opportunities
  - Hedging strategies
  - Asset valuations
  - Environmental compliance issues
  - Asset performance benchmarking
  - Financial analysis of legislation.

# **SAMPLE PROJECT # 1**

---

## **Merger Support**

- The client was considering merging with another electric utility
- Working with a small 'deal team' assembled to advise the client's top management, an analyst:
  - Analyzed the client's financial and market position to determine the possible benefits of a merger
  - Researched the potential counterparties to assess the risk in a stock swap
  - Acted as an intermediary with potential counterparties – locating and forwarding financial and legal documentation
- Analysts gained experience in qualitative and quantitative analysis as well as familiarity with lawyers, bankers, and client management.

# **SAMPLE PROJECT # 2**

---

## **Project Valuation**

- The client was choosing whether to build a power plant or purchase power supplies from the market
- Working with a NorthBridge/client team, an analyst:
  - Helped create a new valuation model incorporating elements of financial option theory
  - Performed simulations of different plant sizes and configurations using the new models
  - Helped organize a bid process through which generators could offer supply contracts at competitive rates
- The analyst gained experience in client interaction, the application of option theory, and auction mechanics.

# **SAMPLE PROJECT # 3**

---

## **Retail Marketing**

- The client needed to understand how losing its retail monopoly would affect earnings
- Working with a NorthBridge principal, analysts:
  - Compared the existing 'rate cap' to market-based costs
  - Analyzed customer switching behavior in other states and countries
  - Constructed a model which forecasted sales, revenue and profit as a function of market prices
- Analysts worked extensively at client headquarters and led training sessions with senior client executives.

# PROFESSIONAL ADVANCEMENT

---

- NorthBridge analysts gain experience and develop skills ideal for applying to MBA and other graduate programs.
  - Daily contact with principals allows analysts to learn directly from industry experts.
  - Analysts take varied paths once they leave NorthBridge, including business school, law school, and PhD programs, in addition to continuing work in a variety of fields.
- Graduate schools that have accepted NorthBridge analysts
    - Tuck School at Dartmouth
    - Harvard
    - Sloan School at MIT
    - Yale School of Management
    - Wharton School at Penn
    - Stanford
    - NYU
    - University of Chicago



## **WHAT WE'RE LOOKING FOR**

- Thinkers who enjoy quantitative problem solving
- Hard workers with a record of effort and achievement
- Self starters who can work in teams
- Top minds from top schools.

# ANALYST SELECTION PROCESS

---

- Questions: David Metz  
[recruiting@nbggroup.com](mailto:recruiting@nbggroup.com)