Trends in Management Consulting

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Institute of Management Consultants of India
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Introductions

Introducing Me

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Introducing Open Spaces Consulting

Mission of Open Spaces

To enable companies achieve a higher degree of excellence through building of visionary and strategic perspectives of top management teams, and providing of effective operational solutions to client systems.

A Versatile Range of Consulting Competencies that Map to Client Needs

- Business Strategy

- Mergers and Acquisitions

- Executive Mentoring and Coaching

- HR and OD Systems

- Professional Development Series

- Training, Learning and Development

- Assessment Services

- Education Management

- Research and Publications

Experience That Counts

Some Projects Executed

- Representation of PE fund interests as advisor to board of management
- Orchestrating mergers & acquisitions
- Managing transitions
- Mentoring initiative
- Design and implementation of performance management systems
- Social perception study of stakeholder interests
- Competency mapping-cum-job descriptions
- Assessment center for analysis of training needs
- Three tier training input for management development
- Design and development of assessment packages
- Execution of assessments for internal promotions
- Implementation of performance management system of MNC origin

Competitive customer perception study benchmarking customer satisfaction in a b2b sector.

Introducing ICMCI

- A Brief History – 1987 meeting of founders, 1989 formal incorporation

- Today we have evolved into the only global and apex body for the profession of consulting

- 48 Countries with >50% of the globe

- Much information on ICMCI in public domain

- Do visit website www.icmci.org and view the multilingual presentation on the home page

What ICMCI Does

- Trustees as chief stakeholders
- Setting of global standards (IAF/CEN)
- Certification (CMC, ACP, ATP)
- External Relations (EBRD/UN/ILO/FEACO)
- Membership services and processes (Quality Assurance Committee)
- Annual Conference, Biennial Congress
- Governance through set of Byelaws
- Newsletter - Meridian
- The Meridian Order

CMC

ACP

What is CMC?

- International Quality Standard for Individual Management Consultants (technical competence, social competence, methodological competence, ethics)

- Global Certification for individual management consultants

- Official body for awarding the CMC is the National Institute for Management Consultants
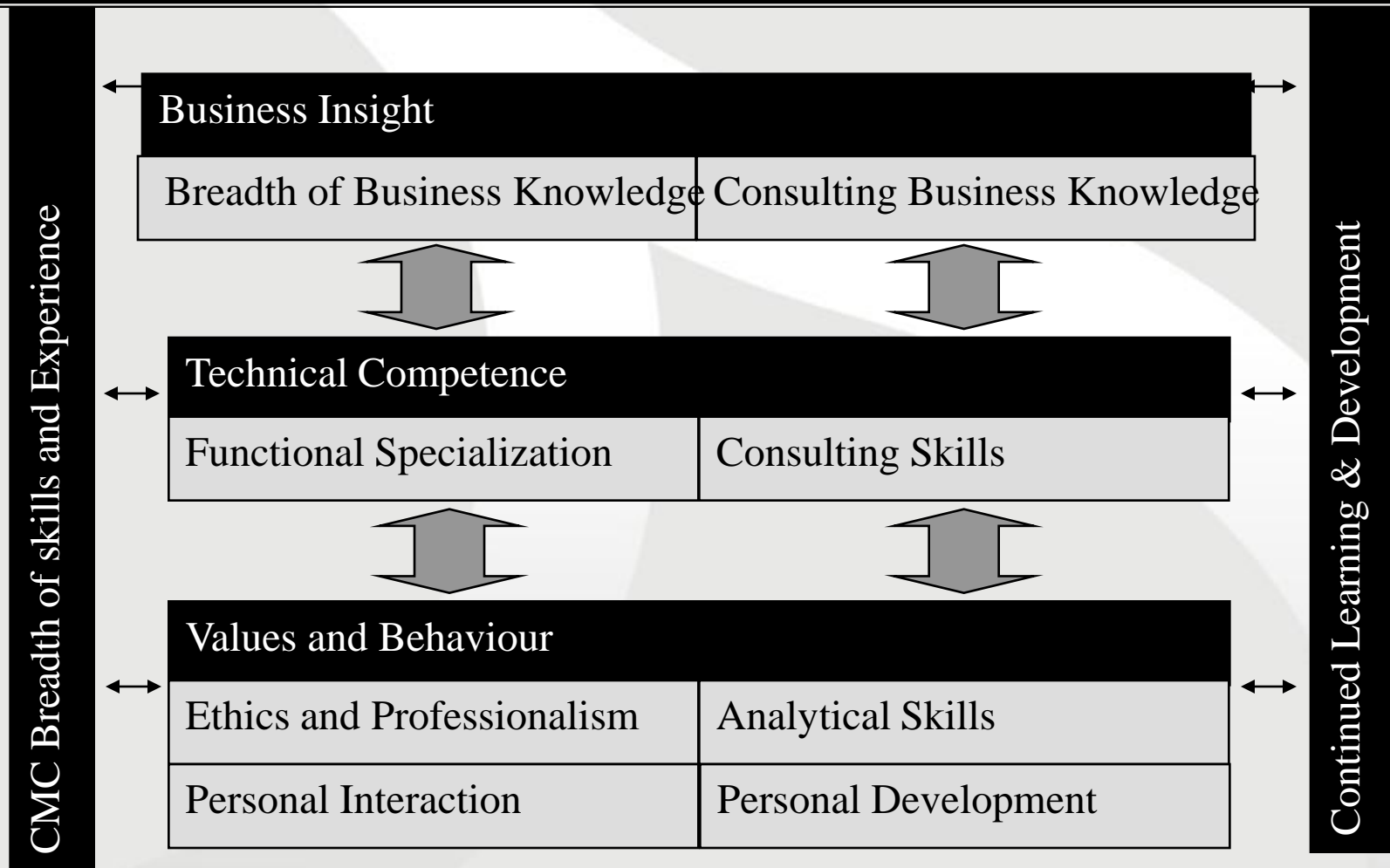
International Council of Management Consulting Institutes
Professional Standards – Part 1
Competency Model

CMC Breadth of skills and Experience

Continued Learning & Development

Business Insight

Breadth of Business Knowledge	Consulting Business Knowledge

Technical Competence

Functional Specialization	Consulting Skills

Values and Behaviour

Ethics and Professionalism	Analytical Skills
Personal Interaction	Personal Development

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The Evolving Nature of The Consulting Profession

The 'Youngest' Profession?

- How Professions evolve?

- Lord Krishna advised the Pandavas on battle tactics and warfare

- Chanakya mentored Chandragupta Maurya

- Birbal was principal consultant to Akbar

- Corporate Maharajas seek advice from consultants and consulting firms

- Consulting profession serves a human need for external advisors, mentors, experts, etc

What is the nature of evolution of professions

- Knowledge management

- Professional standards

- Code of conduct

- Content development

- Education and Training of professionals

- Certification of professionals

- Growing professional behavior

- Recognition by stakeholders

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Trends in Management Consulting

Perspective from India

Backgrounder

- Research was akin to terrain mapping of Management Consulting Domains

- Domains or Verticals?

- Purpose was to get a first hand, research based outlook on Management Consulting in India

- Short study could serve as a pilot for larger, nation-wide or global study

Source: Consulting Domains – Trends and Challenges
A Research Project by M. Fernandes undertaken for
Open Spaces Consulting. 2010

Domains of Management Consulting - identified

- HR and Organisation

- Marketing and sales

- Strategy and Corporate Restructuring

- Operations

- Risk

- Finance

- IT and ITES

Perceived Trends in HR Consulting

Mean Ratings for growth rate of subdomains

Subdomain	Rating
HR in mergers & Acquisitions	1.67
Training and Development	2.71
Compensation and Rewards	1.75
HR Outsourcing	2.5
Actuarials	2.67
Talent management	3.2
Senior team performance & effectiveness	3.5
HR systems and Performance management	3.17
Leadership	4
Change management	3.33
Recruitment	2.5
Organisation Structure and Design	3.67
Organisation Behavioural Intervention and Training	3.14

Perceived Trends in HR Consulting Interview data

- Domains that contribute to revenues are on the growth path.
    - Talent acquisition and retention
    - Compensation and benefits planning
    - Structure, design and roles – Workforce deployment
    - Performance Management systems
    - Acquisition and Merger integration
- Some domains are perceived to be maintenance or compliance oriented
    - Learning and development
    - Independent Board member selection
    - Skills and competencies mapping

New Trends in HR

- Leadership coaching and mentoring

- Outsourcing in HR to consultants

- Employer branding

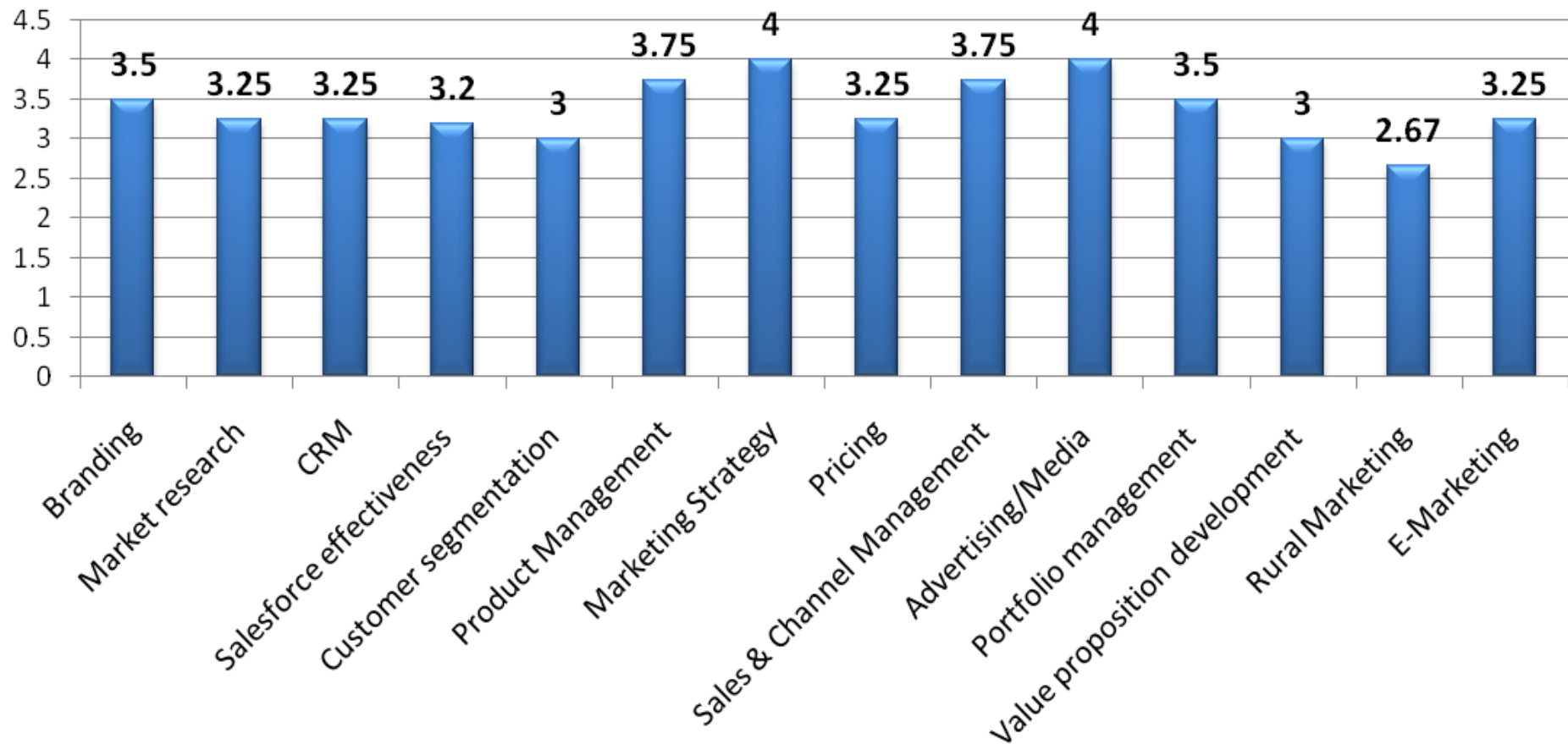- Innovative technology applications in workforce engagement

Challenges in HR Consulting

- Scalability of HR interventions

- Meeting global standards

- Cost efficiency

- Metrics and measures

Perceived Trends in Marketing Consulting Domains

Mean Rating for growth rate of sub domains

Domain	Rating
Branding	3.5
Market research	3.25
CRM	3.25
Salesforce effectiveness	3.2
Customer segmentation	3
Product Management	3.75
Marketing Strategy	4
Pricing	3.25
Sales & Channel Management	3.75
Advertising/Media	4
Portfolio management	3.5
Value proposition development	3
Rural Marketing	2.67
E-Marketing	3.25

Perceived Trends in Marketing Consulting Domains – Interview data

GROWING AREAS

- Marketing logistics
- Sales training
- Franchising
- E- retailing
- E-marketing
- Qualitative research
- Retail marketing

DECLINING AREAS
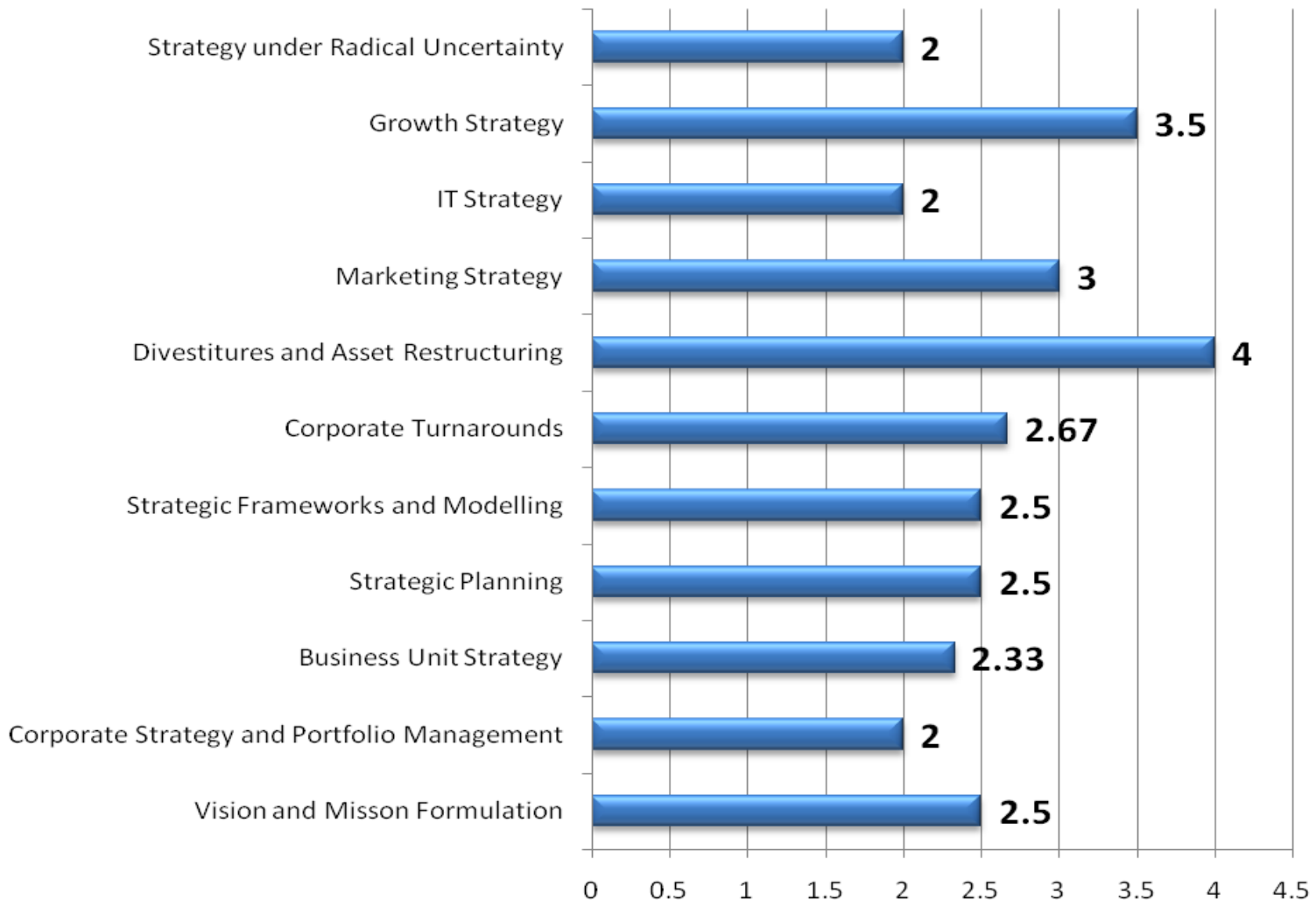
- Press/paper advertising
- Quantitative research

Challenges In Marketing Consulting – Interview data

- Access to and management of databases
- Privacy of target audiences
- International marketing models cannot be adapted to Indian conditions
- Event management and Public relations

Perceived Trends in Strategy Consulting

Mean Rating for growth rate of sub domains

Sub Domain	Mean Rating
Strategy under Radical Uncertainty	2
Growth Strategy	3.5
IT Strategy	2
Marketing Strategy	3
Divestitures and Asset Restructuring	4
Corporate Turnarounds	2.67
Strategic Frameworks and Modelling	2.5
Strategic Planning	2.5
Business Unit Strategy	2.33
Corporate Strategy and Portfolio Management	2
Vision and Misson Formulation	2.5

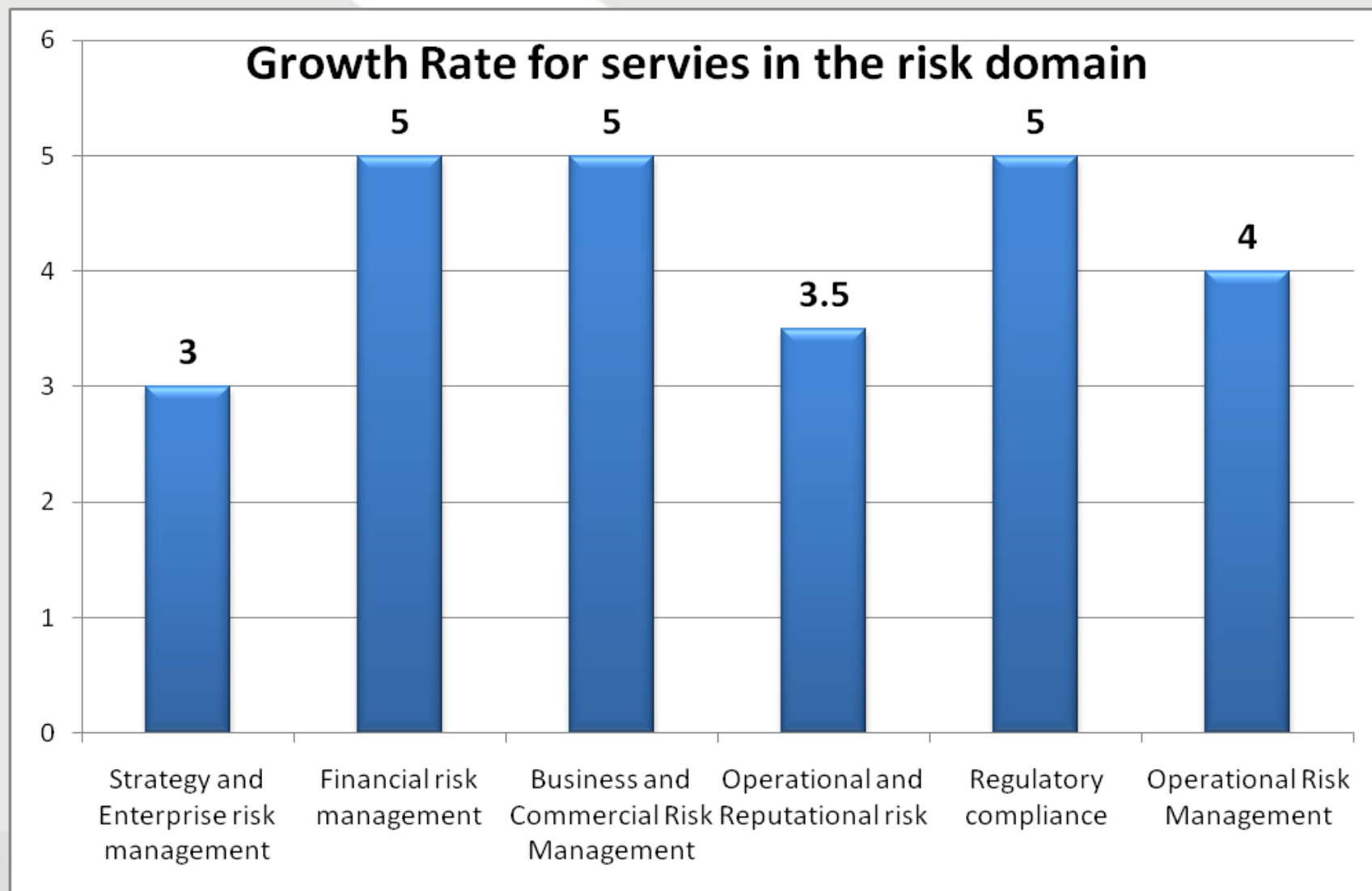# Trends in Strategy Consulting Interview Data

- Developing an external strategy for the organization

- Assessment of the present organization in light of challenges that would be posed by the external strategy.

- Identify the areas of improvement.

- Offer solutions to the company and help them in implementation.

- Monitoring to ensure that the solutions offered are giving the desired results.

Challenges in Strategy Consulting

- Sectoral knowledge is paramount
- Strategy is often opportunity driven and emergent
- Intuitive leaps are often successful

Perceived Trends in Risk Management Consulting

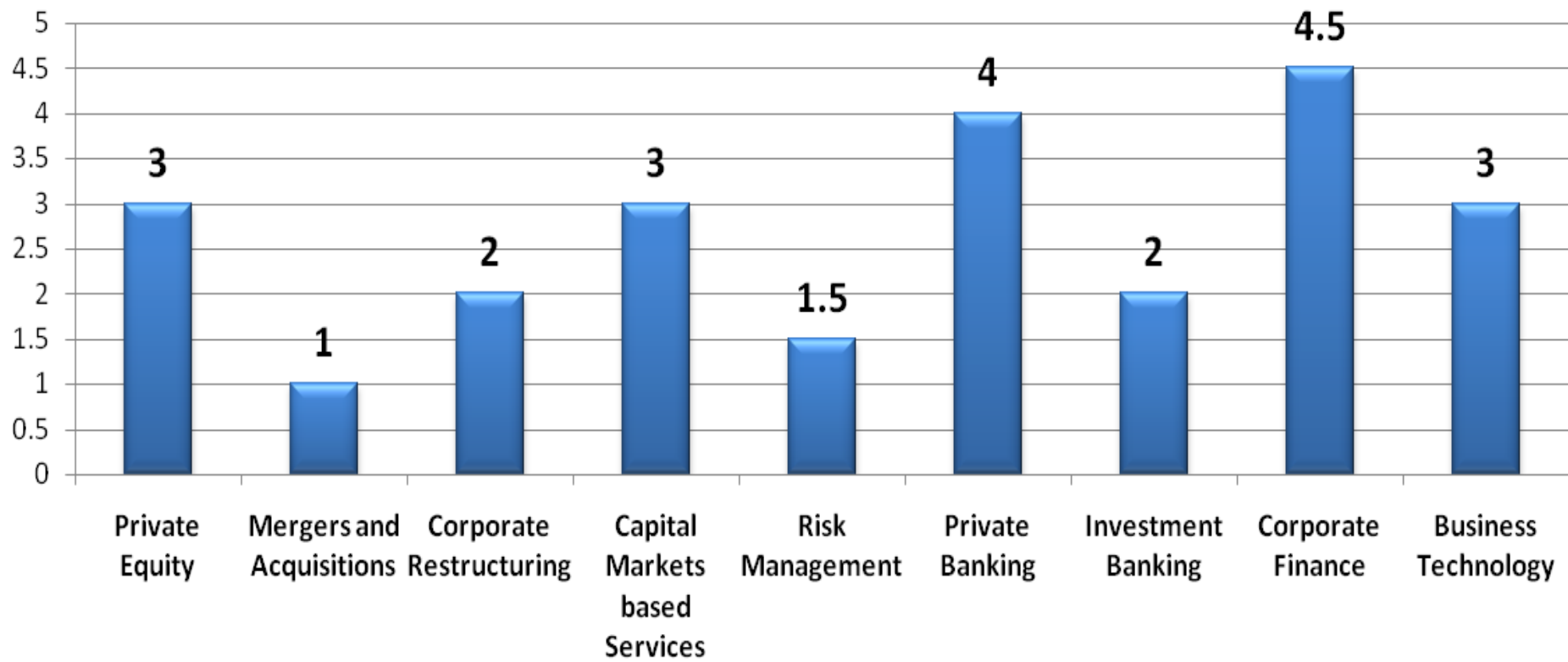
Growth Rate for servies in the risk domain

Issues in Risk Management Consulting

- Recent emergence of risk management as an area of management consulting

- Risk compliance is legally driven

- In future risk management will be recognized as a separate functional area of management

Financial Consulting

Mean Rating for growth rate of sub-domains

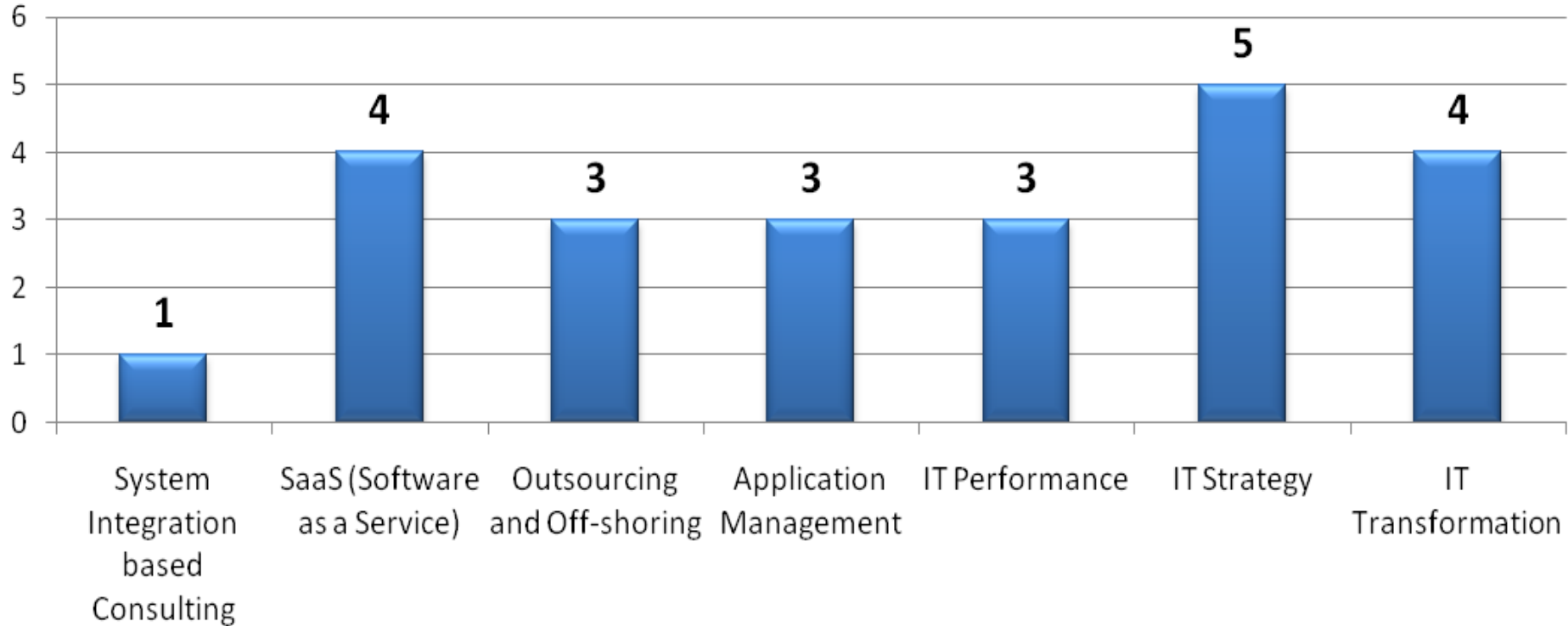| Sub-domain	Mean Rating
Private Equity	3
Mergers and Acquisitions	1
Corporate Restructuring	2
Capital Markets based Services	3
Risk Management	1.5
Private Banking	4
Investment Banking	2
Corporate Finance	4.5
Business Technology	3

Financial Consulting Interview data

- Large Management Consulting firms traditionally evolved from Accounting and Tax services

- Very wide range of domains and services

- Role of consultants in Financial discipline and compliance has come up for question in recent years.

IT/ITES Consulting

Mean Rating for growth rate of sub-domains

Sub-domain	Mean Rating
System Integration based Consulting	1
SaaS (Software as a Service)	4
Outsourcing and Off-shoring	3
Application Management	3
IT Performance	3
IT Strategy	5
IT Transformation	4

IT/ITES Consulting – Interview Data

- Outsourcing emerged as a high growth area esp in retail space

- Shift in revenues from 'man-hour' mode to 'value-delivery' mode

- For Indian IT consultants, the big opportunity is in the SME segment

- IT is moving from being an 'enabler' of business to becoming a vital part of business enterprise

Trends in Operations Consulting

- Global integration of operations and logistics
- Alignment of operational flows is the holy grail
- Role of technology is vital
- Complexities of business are increasing
- Integration of IT and Operations
- R&D Consulting is a vital growth area

Innovative Consulting Practices

- Technology is the key driver of innovative consulting solutions

- Large buyers of consulting will look for multiple partnerships with consulting firms

- Challenge to small consulting firms and independent consultants

- Branding and Packaging of consulting solutions will call for novelty

Thank You

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