

Trends in Management Consulting



O P E N S P A C E S

Consultancy Development Centre

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Introductions



Introducing Me

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Introducing Open Spaces Consulting

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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



Balmer Lawrie-Van Leer Limited



BLUE DART





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





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

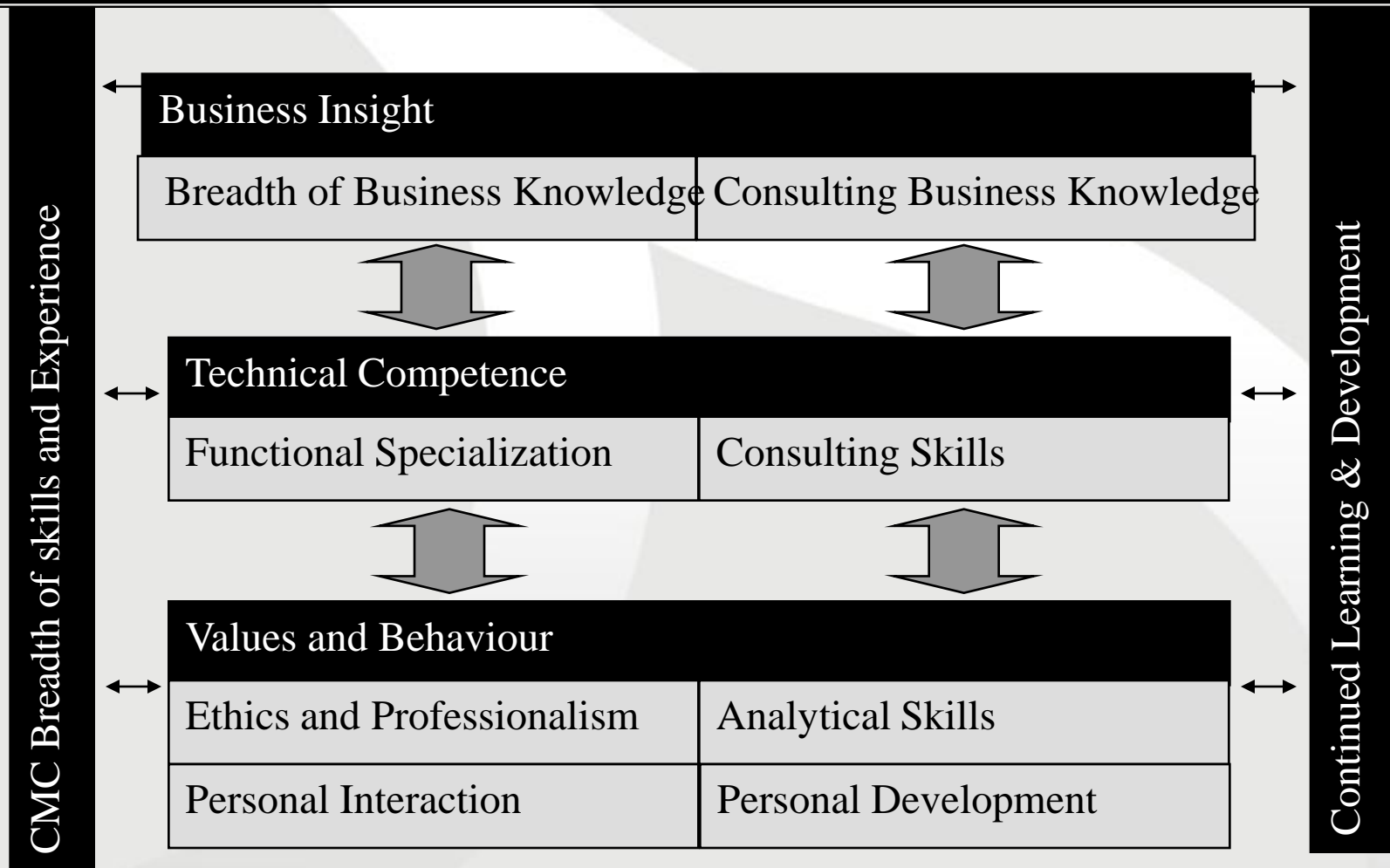




International Council of Management Consulting Institutes

Professional Standards – Part 1

Competency Model





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The Evolving Nature of The Consulting Profession

OPEN SPACES | THE EVOLVING NATURE OF THE CONSULTING PROFESSION | OPEN SPACES



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

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Perspective from India



Background

- 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

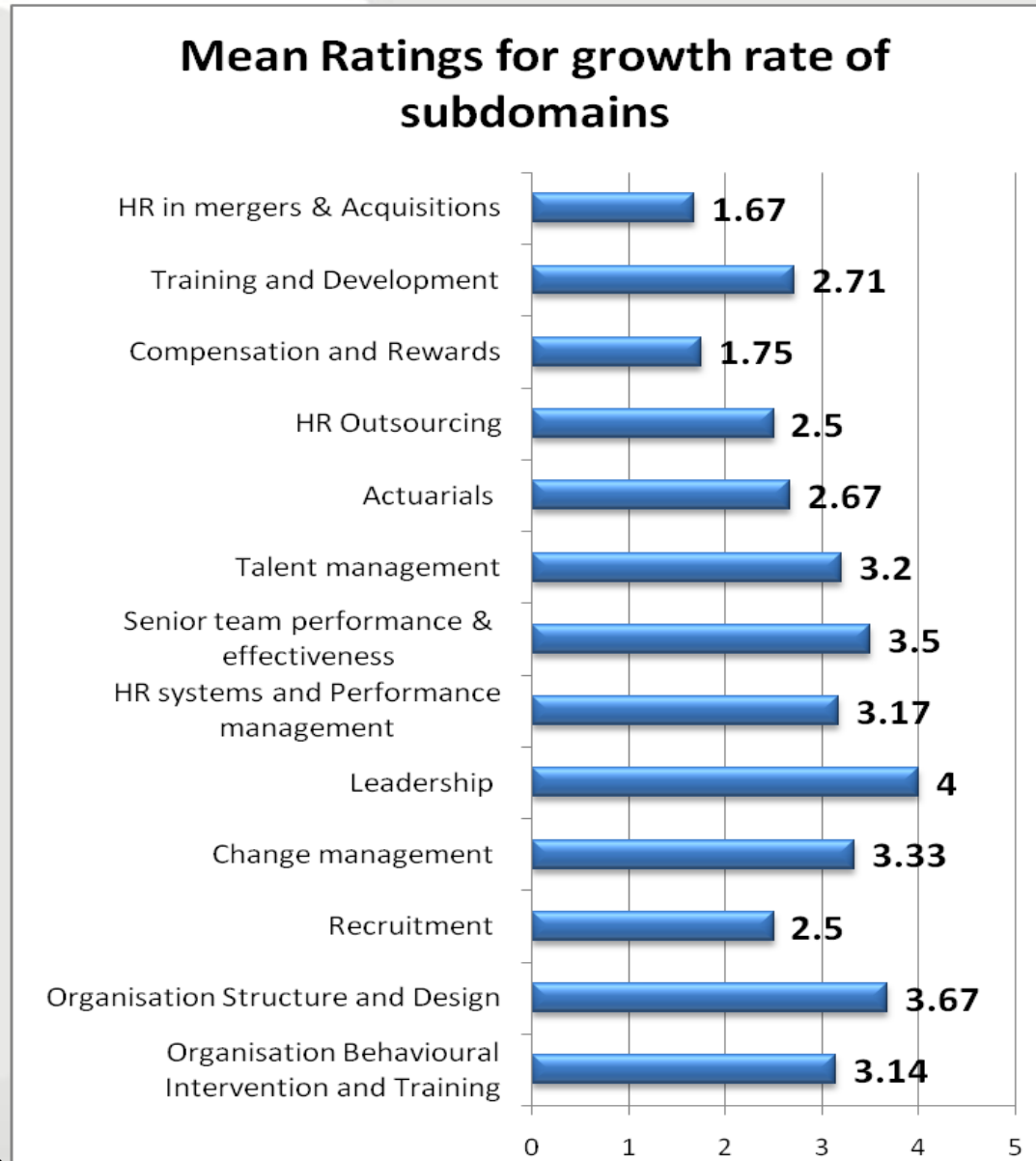
Source: Consulting Domains – Trends and Challenges
A Research Project by M. Fernandes undertaken for
Open Spaces Consulting. 2010



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



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



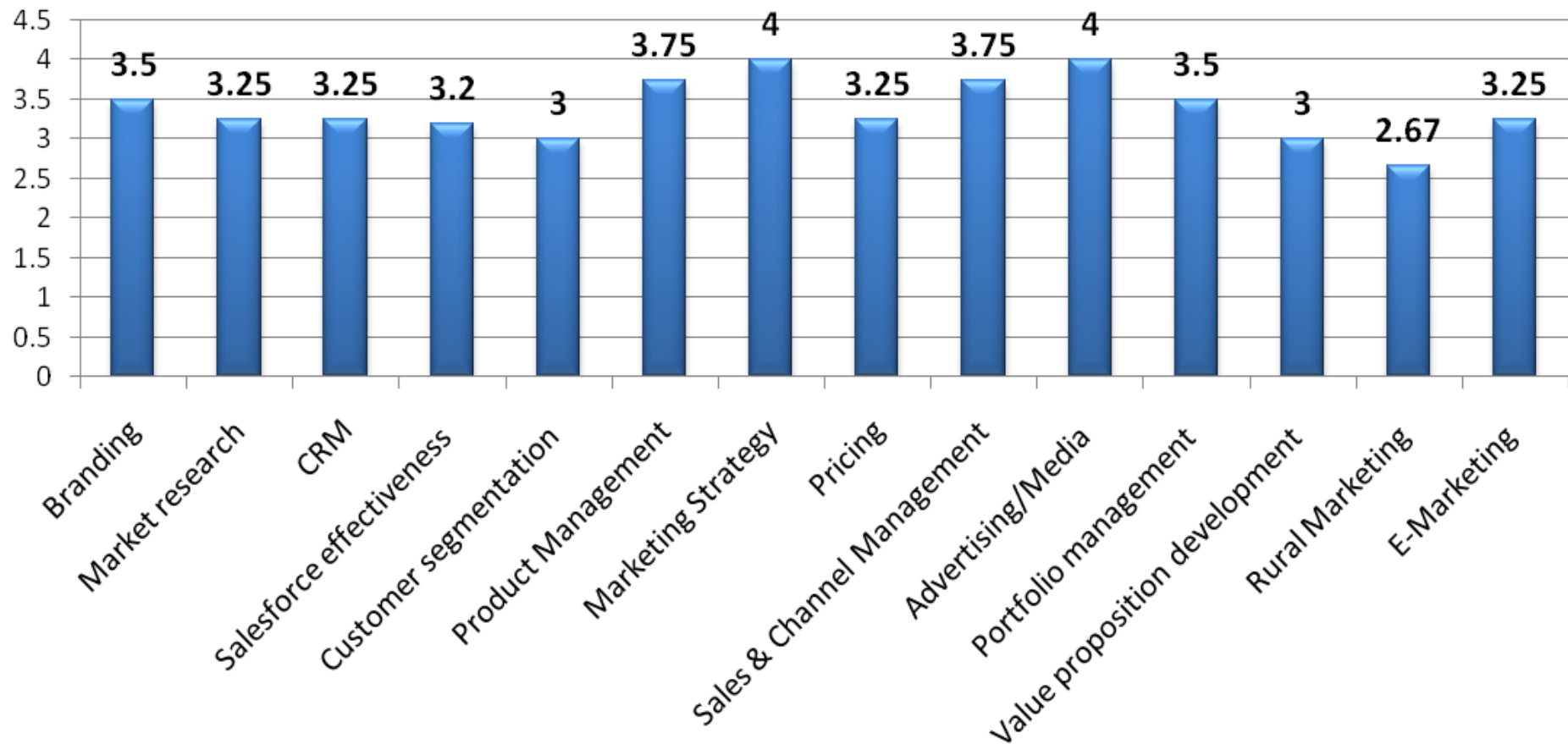
Challenges in HR Consulting

- 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



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



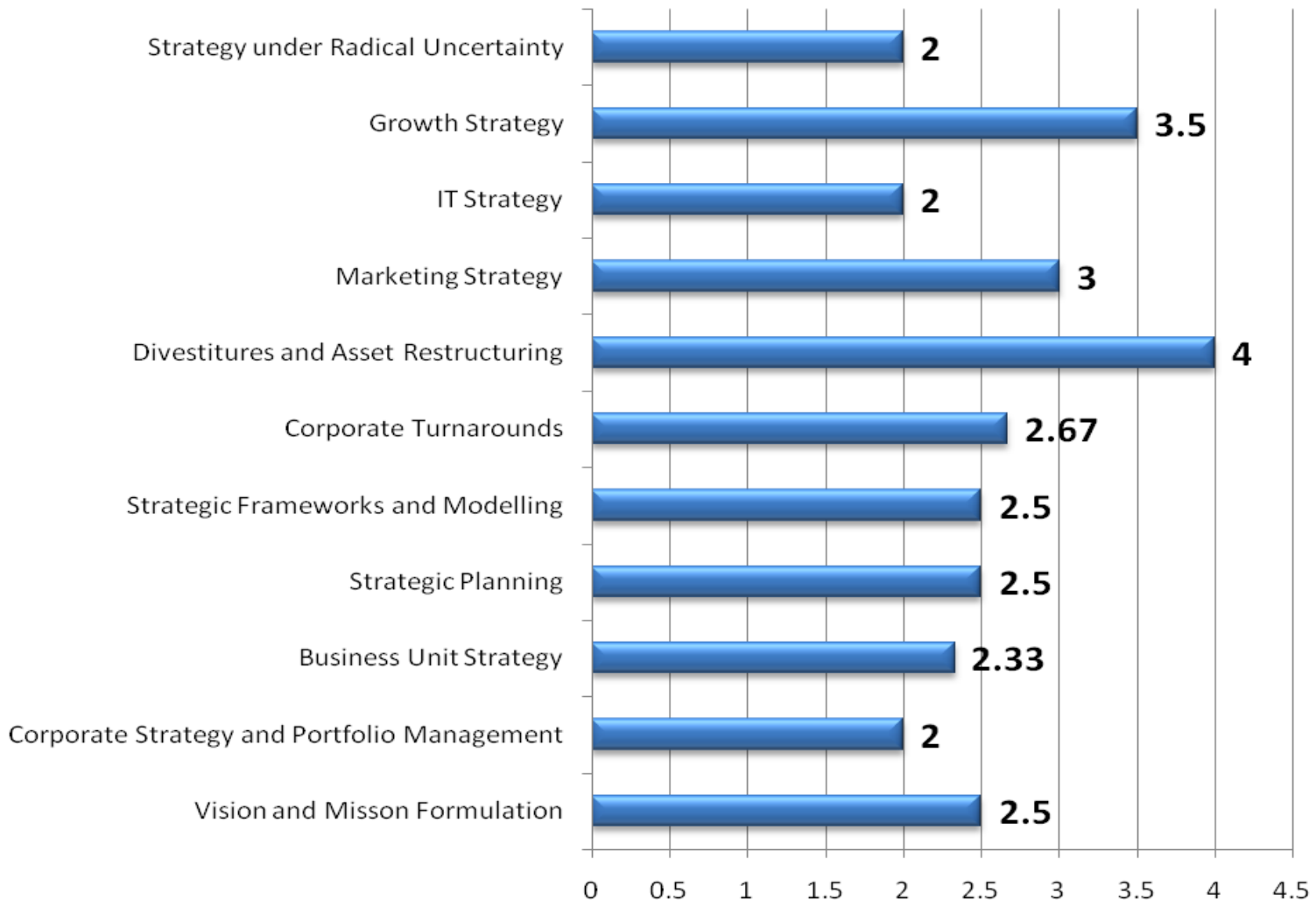
Challenges In Marketing Consulting – Interview data

- 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



Trends in Strategy Consulting

Interview Data



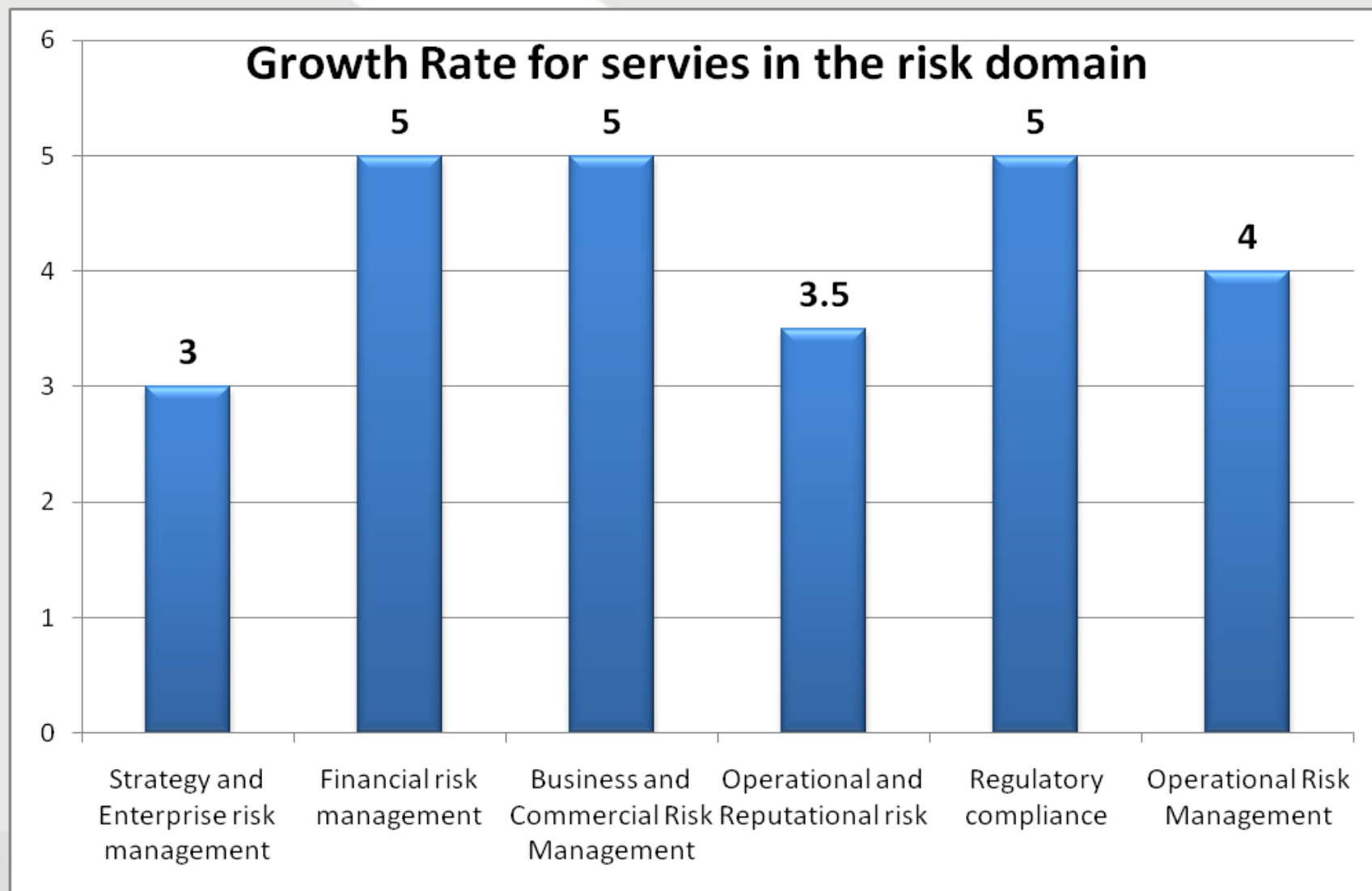
- Developing an external strategy for the organization
- Assessment of the present organization in light of challenges that would be posed by the external strategy.
- Identify the areas of improvement.
- Offer solutions to the company and help them in implementation.
- Monitoring to ensure that the solutions 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





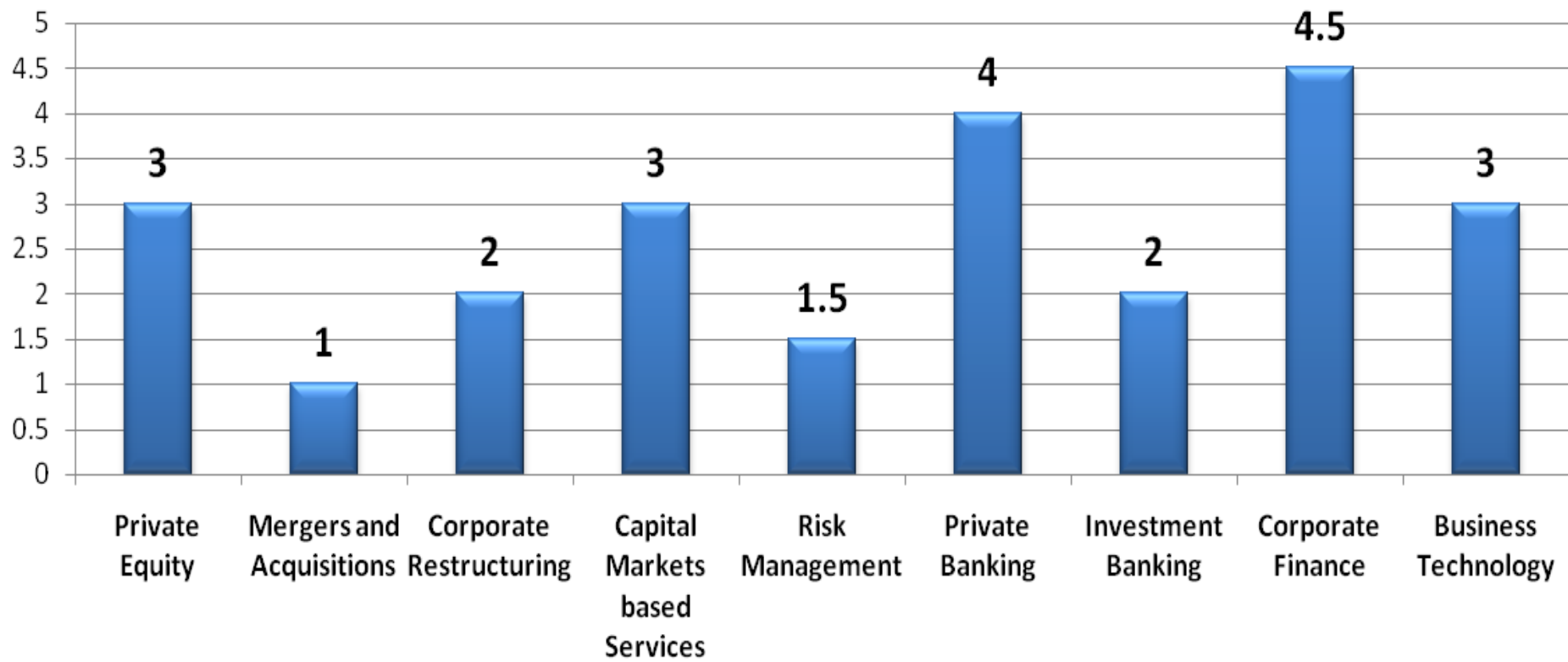
Issues in Risk Management Consulting

- 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





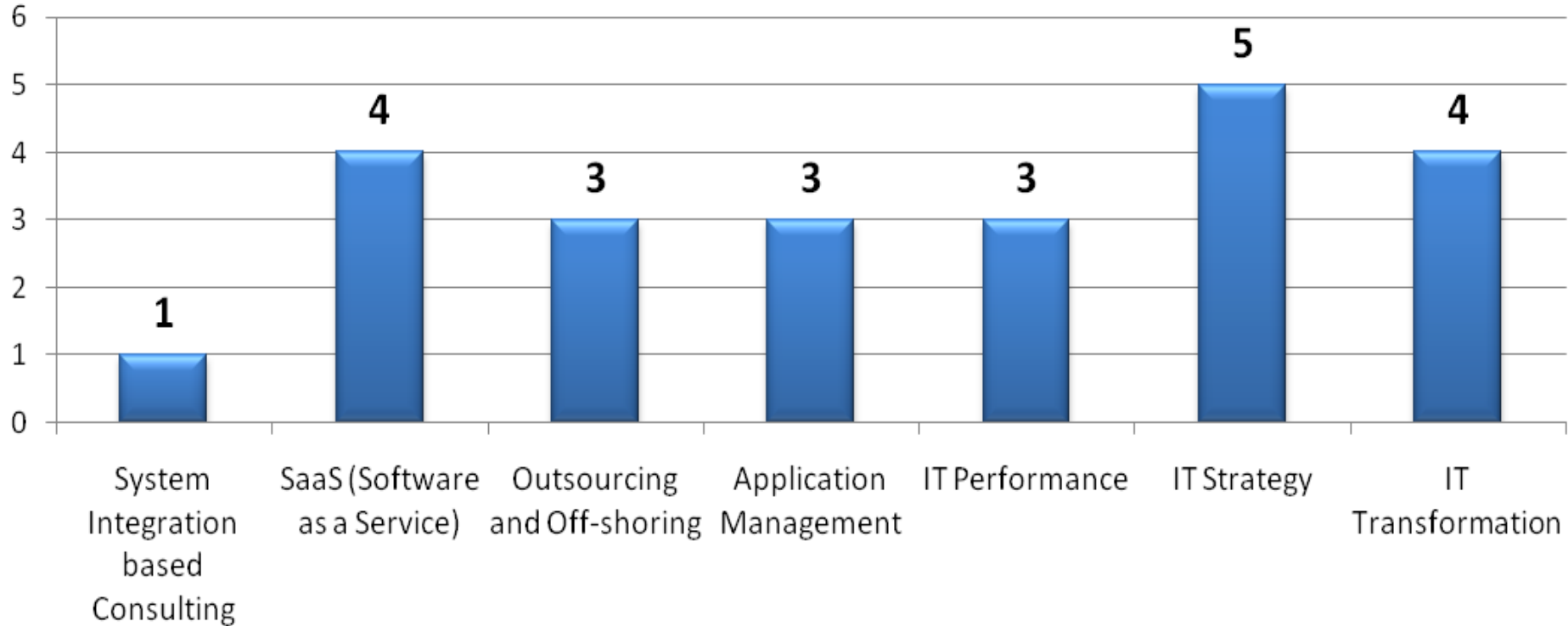
Financial Consulting Interview data

- 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





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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