Contents

Chief Executive’s Preface 3
About the MCA 4
Management consulting: at the heart of UK growth 5
Headline consulting information 6
  Headline consulting growth 6
  Growth in private sector consulting 6
  Consulting fee income in the private sector 6
  Digital fee income by sector 6
  Aggregate public sector consulting fee income 7
  Public sector growth distributions 7
  Consulting fee income by service line 7
Industry Insight Interviews 8
  Nadun Muthukumarana, Deloitte 8
  Lucinda Peniston-Baines, Roth Observatory International 8
  Stephen Vinall, Moorhouse 9
  Dave Yip, KPMG 9
  Chris Cooper, Challenge Consulting 10
  Paul Winter, Concerto Partners 10
  David Freedman, Huthwaite International 11
  Chris Wakerley, Boxwood 11
Chief Executive’s Preface

This is a pivotal moment.

The UK’s economy is growing and performing relatively well. But this improvement must be sustained and developed in a rapidly changing world.

And, following the 2015 election, our national politics is more certain. But huge issues about the public sector deficit, the future of the UK Union and our relationship with the EU loom large.

The UK’s consulting industry is rising to these challenges by helping clients to grow their businesses and innovate, and by helping government to reform and cut costs.

Once again, the MCA has produced authoritative and comprehensive analysis of the performance of the UK consulting industry.

This is a publicly available summary version of the full report. We have also published three freely available special supplements – on Public Services, Digital and Growth.1

A number of themes stand out.

One is the growing importance of Digital, and the role that management consultancies play by fusing the opportunities created by new technologies with their skills and visions of new ways of doing business.

Another is the significance of advice and support on business strategy, as clients address new pressures, and seek new opportunities.

And this report also highlights the skill with which our leading consulting firms – large and small – are able to create the multi-disciplinary and multi-expert teams that are now needed to achieve the complex and inspiring outcomes that clients seek.

The UK’s consulting industry is dynamic, engaged and growing. It is generating employment and wealth at home, as well as exports overseas. And it is contributing greatly to Britain’s reputation as an innovator and business leader across the globe.

Consulting is doing well because it is doing a good job.

Alan Leaman
Chief Executive, MCA

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1 This summary report is based on data about fee income (what management consultants are paid for their work) provided by member firms of the Management Consultancies Association. The membership is listed overleaf. To purchase a copy of the full report, please visit www.mca.org.uk. An anonymised version of the data underpinning the full report is available to MCA members only. Information on how to join the MCA is also available on the website, where free downloads of the supplements to this report – on Digital, Public Services and Growth – can also be found.
The Management Consultancies Association is the representative body for the management consulting industry. Our 56 members represent around 60% of the consulting industry in the UK as measured by fee income. They work with most of the FTSE 100 companies and operate right across the public sector.

The MCA demands the highest standards of ethics and professional integrity from its members. It promotes the very best in consulting. We are currently strengthening the value of MCA membership by developing a new Consulting Excellence standard, to which our member firms will adhere. This is set to become the hallmark for consulting quality. Through our Consultancy Buyers Forum, we facilitate engagement between consultants and those who use them, to promote effective specification, purchase and management of consulting assignments. Our Young MCA is a network that captures the enthusiasm, talent and innovative thinking of our industry’s more junior members. We facilitate an SME Group to promote the interests of our small and medium-sized firms. We represent the interests of our members to Government, encouraging ministers and officials to continue to view the industry as a key growth sector and export. We also engage with a range of public sector bodies on procurement issues and are currently working with the Cabinet Office on the successor to ConsultancyONE. Our Annual Awards celebrate the very best in consulting. Our Think Tank gathers our industry experts’ ideas and ensures they make a positive impact on debates on the economy, public policy and the business environment.

Our members are:

Able and How  
Accenture  
AECOM  
Arup  
ASE Consulting  
Atkins Management Consultants  
Atos Consulting  
BAE Systems Applied Intelligence  
BDO LLP  
BearingPoint Limited  
Berkeley Partnership  
Bourton Group  
Boxwood  
Capita Transformation  
Challenge Consulting  
Concerto  
CSC  
Deloitte  
EC Harris  
EY  
GE Healthcare Finnamore  
Grant Thornton UK LLP  
Hay Group  
Huthwaite International  
IBM Global Business Services  
IMPOWER  
Information Services Group Europe Ltd  
Integration Management Consulting Limited  
KPMG  
LCP Consulting  
Management Consulting Group  
Managementors Limited  
Moorhouse  
Mott MacDonald  
Navigant  
Novoaltum  
NTT DATA  
Oakland Consulting  
Optimos Consulting Limited  
Oystercatchers  
PPL  
Practicus  
Predder Limited  
Propaganda  
PwC  
Quest Worldwide  
Quintec, a Thales business  
Roth Observatory International  
Solving Efeso  
Stream:20 Ltd  
Sysdoc Ltd  
TATA Consultancy Services  
Transform  
Turnstone Services Limited  
Visa Consulting and Analytics  
Wipro Consulting Services

We also have an associate membership scheme, open to non-consulting firms who are interested in the consulting market. Our current members are: Bonhive, Deltek, Equiteq, Lockton, Mindbench, Prism Executive Recruitment, Psychological Skills for Professional Services Ltd, Sauderson House and Tungtree Communications. For more information on MCA membership or associate membership, visit www.mca.org.uk
Management consulting: at the heart of UK growth

MCA member firms reported fee income levels for 2014 of £5.2bn. This represents growth of 8.4% on 2013. Since headline growth for the UK was 2.8%, our industry continues to recover at a rate faster than the wider economy.

This trend continues to confirm that consulting is a critical part of the UK’s growth strategy, Whereas in the aftermath of the financial crisis of 2008 MCA members provided support as firms looked to downsize, restructure and survive, now they are supporting the pursuit of growth. While plainly some of that activity comprises reorganisation and continuing efficiency improvements, much of the work is about new growth propositions, as well as getting companies ‘match fit’ for growth.

Consulting is growing by helping others grow.

Our members operate in all sectors of the economy. They are essential parts of the value chain in strategically important arenas, such as Digital, financial services, infrastructure and retail.

Consulting also grew in the public sector last year. The sector saw its available resources reduce substantially in the last Parliament. It is set for further spending reductions in this session. Our members are helping the sector achieve more for less. They report that their support to the public sector is evolving. They are involved in delivering more fundamental reform projects than previously. Departments, agencies and local authorities, faced with serious challenges, have developed a real desire to see transformational change. The public sector is getting better at scoping and specifying projects. So buyers and taxpayers alike can be more confident than ever that the services consultants provide represent real value for money.

We are also seeing a significant change in how consulting is bought. In the last decade, especially after the financial crisis, there was an understandable focus on pragmatism, getting things done and on price. Consultants had to advise and help deliver. They acquired new capabilities to do so. At times, however, clients’ focus on price compromised quality outcomes. Commoditisation and the contractor/interim market grew. Clients sometimes bought many of the capabilities they needed in the form of individual bodies, rather than project teams.

Now, clients seek expertise with a purpose. They want to secure outcomes and solve complex problems. Consultants are still required to be close to delivery. But their adeptness in pulling together the multi-skilled teams needed to deliver solutions for clients is increasingly sought after. This value is different from what the contractor markets can supply.

What is driving this demand is clients’ changing needs and ambitions. Businesses want to test new propositions. They want to get match fit for growth. But they are doing so in uncertain times. The return to economic health is welcome. But the business environment is changing. The pursuit of growth may prove challenging.

Some enterprises are uncertain, even anxious about next steps. Digital is omnipresent. It is reducing innovation costs, but increasing the rate at which businesses need to innovate to survive. It is giving new sources of insight to organisations, but also transferring enormous power to consumers. It is creating a number of dominant international brands, while also reducing barriers to market entry, blurring boundaries between industries, shortening value chains, and intensifying competition. Businesses are uncertain how to respond to this.

As our year of Digital has shown, management consultants are highly active right across the Digital value chain. Digital is the largest consulting service line. Member firms are deploying existing and newly recruited Digital resources to address emerging challenges. Further, they are doing so in ways that businesses can understand and relate to.

Demand is rising for consultants who can provide solutions to complex and novel problems. Consulting firms are constantly recruiting new capabilities. The industry has never had such a breadth of expertise at its disposal. But growth is also creating a renewed need for strategy support, the traditional staple of the independent advisers. Decision-makers want expertise to help them address complex problems. They want new propositions tested and mobilised quickly. But they also want to test their firm’s resilience. And they hope to set everything they do in a principled, but adaptable and evolving strategic framework.

No industry is better placed to meet these needs than management consultancy. Classic consulting is returning and being reinvented.

2 Our free Public Services Supplement, available on the MCA website, looks at how consulting can help deepen and strengthen the reform of public services.
3 The Annual Report’s Digital Supplement, also available on the MCA website, supplies more examples of what our members are doing in this area.
4 More commentary on how consulting can support growth in the future can be found in the free Growth Supplement to our Annual Report, available on the MCA website.
Headline consulting information

Headline consulting growth

Consulting fee income in the private sector

Growth in private sector consulting

Digital fee income by sector
Nadun Muthukumarana, Partner at Deloitte, says that growth in 2014 was consistent across the board for the business advisory firm. As well as in traditionally successful areas, he pointed to the emerging importance of manufacturing. “Despite the weak Euro, high end manufacturers have performed well,” he observes, noting the importance of aerospace and automotive industries to the UK economy. “Manufacturers are increasingly understanding the importance of becoming insight-driven organisations, using analytics to understand customers, aftermarkets and the supply chain.”

Indeed, Digital and Analytics are plainly very important to Deloitte, with Deloitte Digital emerging as one of the leading brands in Digital advisory. “The challenge has been making this work across the whole business. The success of our MCA Award-winning work with John Lewis was underpinned by significant volumes of multi-discipline teams.”

As part of its focus on growth, Deloitte continues to invest in bringing together its global network of infrastructure and capital projects teams, to deliver the best of its global capability to clients across the lifecycle of some of the world’s largest and most complex programmes. “The obvious importance of bricks and mortar, transport, energy and resources projects to growth is something we are looking to underpin by demonstrating how better, more technologically advanced and integrated offers can provide substantial benefits. Our leading edge solutions bring together everything from the capabilities to manage complex new build programmes to the analytics and insights that underpin integrated thinking around capital projects.”

Key areas of growth will include Analytics, Digital and Cyber.

Nadun confirms that the public sector was very active in 2014 and beyond, and that this was apparent well beyond Whitehall, in blue light services and local government.

In common with many consultants, Nadun is closely monitoring EU policy announcements. “The overall health and stability of the EU and of the Eurozone matter to us.”

Though mindful of these and other market dynamics, Nadun is confident that Deloitte consulting can help promote business growth and public service reform. “Consultants will thrive by bringing organisations the insights from analytical tools and from our understanding of the interconnectedness of social, business and service activity, as shown by Intelligent Cities.”

Lucinda Peniston-Baines, Managing Partner at Roth Observatory International, a specialist management consultancy serving the marketing function, records that 2014 was the company’s best year ever. “We grew the business both locally and globally in terms of revenues and number of employees,” she observes. “We had previously done well – especially our London office – when economic times were tough, and organisations needed efficiencies. Now our range of services is being called on more and more to support clients’ needs for business change and growth.”

Despite challenges in Eastern Europe, related in part to the volatility of the Ukraine situation, Roth Observatory International has seen substantial growth in the US, Germany and APAC.

Its Headquarters office in London has seen a sharp spike in support for clients seeking innovation solutions. “Where we are running marketing tender processes for clients, frequently this is in pursuit of capability to support core growth drivers - such as innovation and NPD consultancies.”

Lucinda adds that in the aftermath of 2008, businesses slimmed down their marketing departments substantially. “Though there’s still a bit of fat in some places, small departments are the new normal. So companies also need external support to shape the right resource to achieve strategic objectives and also to introduce new technologies, such as Digital dashboards, programmatic data capabilities, and other innovations that can reduce dependency on people and increase marketing agility and responsiveness.”

Digital is fundamentally changing the skills requirements in marketing. “And one of the basic questions that businesses face is whether to retain those skills on their books, or to outsource to external resources, as well as how best to utilise technology to make either option most effective.”

Lucinda is reasonably optimistic about what the future holds for the UK. “There are few scenarios that we can see drastically affecting our domestic market.” But broader global instability can have significant effects. “The impact of Russian foreign policy or delays to the Nigerian election can and have had significant effect on our global markets. But these make the UK position by contrast seem comparatively stable.”
Stephen Vinall, Moorhouse

Stephen Vinall, describes 2014 as a “big year” for Moorhouse, where he is a partner. “We disengaged from BT and became independent again,” he explains. “But we still grew substantially, continuing the performance of recent years. Indeed, we’ve seen strong growth across the board, especially in areas like health, telco and in transport and infrastructure, including aviation and construction.”

Moorhouse has also continued to be significantly active in areas such as Financial Services and Pharma and Consumer Business.

“Much of our work involves helping our clients turn their strategy into action. This can be the translation of a strategy house’s work into something that is deliverable. We often work at the interface between strategy and operations. Indeed our track record in execution means it’s easier for us to respond to the client appetite for more delivery orientated consultancy by stepping up into this space than it is for those who have been purely theoretical strategists to move into execution.”

Although Stephen sees a new emphasis on growth, he is careful to draw the distinction between consultancy that supports growth propositions and consultancy that helps businesses get the necessary ‘preparedness’ for growth. “In some industries, like pharmaceuticals and telco, there is still quite a significant need for cost cutting, but not simply as a route to survival. Rather this is about restructuring to free capacity for new initiatives. It’s about being efficient for growth rather than cutting the cost base simply to survive.”

Now that the election is out of the way, what Stephen wants to see is a period of stability and continuity. “The aftermath of the 2010 Election, the summer slowdown in 2012 when there was uncertainty over the Euro and business leaders stopped making decisions: these are exactly the kinds of uncertainty that we do not need.”

Like many consultants, Stephen states that a race for the bottom by simply competing on price is short-sighted and can lead to a loss of clarity around the real value that our work can bring. “We have seen the rise of contractors, but simply filling roles with independents only gets clients some of the way towards what they need.”

Consulting, Stephen notes, is a mix of reactive adjustments to client needs and the proactive business of getting ahead of the market. “This is a time when we need to get proactive. To shift the market away from commoditisation towards real value propositions. Some of that will be new thinking. But some of it will be rooted in consulting’s traditional virtues.”

To highlight this, Stephen suggests that staples like programme and project management are changing – but still needed. “As boundaries between industries collapse and competitive pressures intensify, firms will need to ensure their operating models enable them to be agile and light on their feet. They will still need a vision and a plan, but these will be more principles-based, enabling flexibility, rather than detailed 5 or 10 year programmes that are planned out in detail. It won’t be a prediction. Firms will have to decide what they seek to be, what their identity is and what differentiates them in order to respond to an increasingly dynamic marketplace. High quality execution will be a key focus and there is less of this capability around than people think.

“Consulting firms can provide the necessary expertise needed to help shape strategy and to provide expert planning and execution, as well as short-term adaptability. When done well this is from the vantage of critical friends. We bring the necessary capabilities to bear to help our clients work through their problems, and challenge their thinking. That is quite different from being a contractor. And in a fast-moving and uncertain context, it is challenge and fresh perspectives – essentially what consultants have always been able to supply – that clients really need.”

Dave Yip, KPMG

Dave Yip, Partner at KPMG, is keen to distinguish between the cost-cutting in the aftermath of 2008 and what KPMG are focusing on now.

“2014 was a very good year for us,” he observes. “What we are doing for clients is not just about new growth opportunities. It’s about preparing them for growth.”

Dave explains that many businesses went into a lockdown after 2008. “Now the return to growth is accompanied by new challenges: the empowered consumer Digital has created and the emergence of data analytics. Much of our success has been in helping B2C adapt to the new Digital realities and helping B2B understand the efficiency, design and customer-service potential of data.”

According to Dave, the public sector has proved a very interesting market. As well as an agenda around Digital, there is also a need to create legacies. “The spike in expenditure in 2014 is certainly about getting credible long-term programmes in place ahead of the uncertainties of the 2015 parliament. But it’s also about getting back on track. The realities of Coalition meant that some departments needed to demonstrate trajectories of real transformational change where sustainable benefits were not currently being realised. We’ve started to supply the necessary momentum.”

Dave is passionate that the UK consulting industry can help support and drive UK growth going forward. “But it can only do that if it is global in its ambitions. The criticism of even Big 4 firms in the past is that they haven’t been global but loose associations of national firms. But many of our clients, even those who are British or registered in Britain, operate on a global stage.

“We at KPMG believe that is the next step: to support UK growth, by acting globally. After all, in an interdependent world, the UK’s economic viability depends on the corporate health of its trading partners. Many of the firms we advise work across many countries. They can promote UK growth and growth in its trading partners. That can only be good for Britain, especially as we help more and more British firms break out of growth-inhibiting parochialism and perform brilliantly on the worldwide stage. Business leaders and Government will want to see success like that.”

To get there, Dave believes new paradigms in business organisation will be needed. And this will mean new thinking in consulting. “For consultants to be accelerators, we must keep accelerating too. The enemy of growth is old-style thinking. Digital is the future. That means consultants
will have to integrate it into their offers. We will need to recruit graduates with different capabilities and mindsets.

“Our role is to challenge established organisations, with their entrenched cultures. To do that, we have to challenge our own. Constantly.”

**Chris Cooper, Challenge Consulting**

MCA President Chris Cooper Managing Director of Challenge Consulting, says that 2014 was a positive year in his sector, financial services. “Even accounting for the remaining restructuring at Lloyds and RBS, then the position is a positive one, with things like what is happening with Aldermore much more representative,” he observes. Chris says that he attended the Finance and Leasing Association Annual Dinner in the spring. “It was their biggest ever event and morale was good.

“But that’s different from saying we are seeing a return to pre-2008 conditions. What consultants are helping to build, is a much sounder industry.” Chris suggests that there is a greater and more widespread recognition of the soundness and prudence that having the word bank on the door of a business should entail. “The scale of losses and write-offs indicates that some in the sector should have seen these problems coming. But the urgency to get a slice of the sub-prime action led too many astray. There’s now every prospect that these mistakes can be avoided going forward.”

Chris says sound organisations in financial services are building up their balance sheets and, as they move towards being more strategic once more, especially in the retail banking sub-sector, they are enlisting consulting support. “And never have they encountered a cleverer and more capable consulting industry to assist them. The accumulation of new expertise in the industry, especially related to Digital, is breath-taking.”

Chris believes that in the future consultants should deploy this expertise in a challenging fashion. “We will always need to keep in sight what our customers want. But in this sector, after 2008, regeneration has been the name of the game. This has made our clients more than a little cautious. And this can have a knock on for consultants who are keen to satisfy them.

“But we should be helping clients realise even what I would term their most outrageous ambitions. That’s different from saying that they should abandon prudence. Far from it. But if one looks at the scale of reinvention that has taken place in retail, in the music industry, in parts of utilities, then banking and financial services also have the opportunity to reinvent what their industries mean, what forms they should take, for the 21st Century.”

Does this mean that we need more creative or analytical consultants going forward? “What unites the people around the MCA Board table that I chair is their curiosity. A mix of creative types and analytical types who constantly test what is possible in business is what we should always provide our clients. In a B2B context, professional services firms should be hired because they are the best at what they do. As the MCA develops its Consulting Excellence initiative, it will be increasingly clear that our industry represents the very best in expertise, insight and challenge.”

**Paul Winter, Concerto Partners**

In reviewing 2014, Paul Winter, past President of the MCA and CEO of Concerto Partners, comments that 2014 was an improvement on previous years, but that it was hard work. “There are still challenging conversations with both public and private sector clients around the value and intentions of consultants,” he comments. “But delivering client satisfaction on very high profile projects has been an important and successful story in our industry. The public sector in particular is trying to focus less on cost and more on value, which is welcome. However too often this still translates into a high degree of surveillance on projects. This approach not only impacts margins. But it can also undermine partnership working and innovation, which is of course what the client is seeking most. It will take time.”

Things are improving, however, and many high profile projects are coming through ConsultancyONE, which is delivering some value. However, Paul argues that things could be even further improved in the public sector if the consulting industry insisted upon earlier engagement between clients and contractors to ensure that projects are scoped more effectively. This is one of the key themes of the MCAs engagement with the Crown Commercial Service on the reform of ConsultancyONE.

“The focus on day rates from many within the public sector gets in the way of identifying the desired outcomes and producing real value measured in multiple ways. Experience shows that early engagement on the actual scope of a project, understanding the risks and rewards, and consideration given to the real net gains in productivity or cost reduction, will undoubtedly lead to more effective and accessible pricing. Less reliance on the ‘daily rate’ allows the team to focus on delivery, innovation and ultimately a far more effective outcome.”

In the wider market place, Concerto is seeing evidence of growth returning. But Paul comments that for him, GDP is a poor measure of the overall health of the economy. “For recovery to be sustainable, the key indicators for me are medium-sized businesses that are busy, confident, have a significant appetite for risk and can see opportunities for delivering real value. They also need to have enough cash in their balance sheets, be actively driving innovation and have built the right capabilities for the future.”

Paul is surprised that there is not as much innovation as there might be. For him innovation is not about the relentless product novelty and miniaturisation in Digital, but genuine paradigm shifts in innovative thinking, stemming from the imaginative use of new capabilities to meet emerging customer needs. He cites the example of the delivery of adult education. “Most of this is delivered locally in classrooms. Yet there is such an opportunity for a more innovative approach. But providers are not even using all the existing platforms. Broadband capacity now produces significantly better quality streaming of content. So adult educational organisations should be offering genuine interactive sessions with experts and facilitating engagement across multiple environments. They are missing a trick here and the level of innovative provision is not happening to the degree I would have anticipated.”

www.mca.org.uk
David Freedman, Huthwaite International

David Freedman Associate Director at Huthwaite International, a specialist training and advisory enterprise, notes that despite an overall positive picture of UK growth in general and consulting growth in particular, it has taken a while for confidence to return to all parts of its market, not least because of the highly international nature of its operations. “The upturn is there,” David opines. “But it hasn't gathered pace in all sectors or geographies. The Nordic countries were a good market for us last year, and parts of western Europe are beginning to pick up speed nicely. Southern Europe, by contrast, remains challenging.”

As a training consultancy, Huthwaite’s business activities are – perhaps because of the influence of finance directors – among those that didn’t get switched back on as early as others. “Even in the UK, the challenge has been to get businesses to commit to longer term projects. Quite a lot of the new activity was bitty in nature for a while, but now we are seeing our clients and prospects thinking about sales performance skills strategically again. Any clients with a primary or secondary exposure to oil price movements have obviously been harder to predict, as well, and we hope to see that settle down.”

Despite the challenges, positive relationships with many long-term clients have kept Huthwaite in good shape. “We are still growing and still profitable. We have a number of large clients from whom we’ve got excellent repeat business. And we’re also seeing new sales training needs emerging from, say, large IT businesses that are adjusting to selling something quite different in the Digital Age.”

Digital is posing fundamental questions about the nature of training in the future. “We were pioneers in the use of virtual training, and firmly believe that it has its place. But the challenge remains to ensure training retains verified attainment and human elements. Being shown the mechanics of driving a car on a computer is quite different from getting behind the wheel. As David Hume said, knowing that and knowing how are different things. And while Digital will open up all kinds of possibilities, it shouldn’t be allowed to obscure core human business skills, like speaking to one another, negotiating, managing meetings and – above all – selling. Those behaviours can only be gained experientially.”

David notes that millennials, fluent in Digital skills, sometimes lack that core verbal behavioural capability. “We can help make them the complete package, equipped with modern and traditional skills.” He also notes that sales forces in some organisations are declining in size. “Perhaps some firms see selling now as largely a function of social media presence. Yet the flip-side of the availability of social media is that CEOs and other senior business people are constantly exposed. They need to present, sell and be the brand all the time. That means that paradoxically the human dimension of sales is still very evident. People still buy and sell substantially on the basis of how persuasive they think the people are. And whether you are face-to-face, answering a phone, composing a tweet, Skyping a negotiation, or appearing in YouTube footage lifted from a conference session, the skills for building value in your products, services and brand are all matters of human communication.”

Chris Wakerley, Boxwood

Chris Wakerley, Managing Director of Boxwood, indicates that in the second two-thirds of 2014, the firm really started to see growth picking up. “After a period of great success, our firm decided to restructure its operating model,” explains Chris. “The first third of 2014 coincided with the end of this process. It also coincided with a distinct chilling of one of our important markets, retail. Following a tough Christmas in 2013, a lot of retailers seemed to take stock. Then, after Easter, things really got going again.”

And Chris sees no immediate prospect of let up. “Our pipeline into the back end of 2015 and beyond is pretty full, which is very encouraging.” Much of this work is supporting businesses with new growth propositions. “Much, if not all of the slack has gone from British businesses through rounds of cost-cutting. The pursuit of growth requires the disciplined allocation of resources and execution excellence. It is also vital that leaders think of their businesses in an end to end way and truly optimise their operating models. To some extent it’s good, old-fashioned consulting. Businesses need absolute clarity on what they are doing, need to understand their target operating models and to ensure they get the best return on every £1 they invest.”

But this is tradition in a modern setting. “We need to be able to provide advice and delivery support in a changing context. The basic insight advantage that consultants have over our clients is that we work on many projects at once. So we can provide expertise in ways that cross-fertilise initiatives. But we need to get smarter and smarter. Because our clients are. Many now have business qualifications and are better at the business of managing. So they want the best, most contemporary insights from us and the latest innovations but delivered in a practical way. And they also want knowledge transferred from us to their business to make it stronger, often through their learning and development teams.”

Chris suggests that there is no shortage of topics on which consultants now need to develop insight. “The huge market disruption of Lidl and Aldi in retail, as well as Amazon, will reshape that area for ever. So too the shifts that are occurring in media and Digital. We need to understand how. And there are even unpredictable potential impacts for the UK from climate change. Does it open up the possibility of significant agribusiness to add to the emerging capacity in viticulture? We need to understand these effects.”

Chris is also concerned about the skills challenges the UK faces. “Whatever politicians determine to do with our borders and with the EU, there remains a significant challenge of domestic skills. Those who have been left behind in periods of both economic success and failure need better and more tailored education to give them an opportunity to contribute.”
8.4% Consulting Growth

MCA Market Share £5.2bn

Growth in sectors

Manufacturing +24%
Retail +6%
Infrastructure +42%
Digital +30%

Market Shares

Strategy Consulting (Service Line) 10%
Digital Consulting (Service Line) 27%
Financial Services (Sector) 33%