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Where business comes to life

INMR86

Business Technology Consulting

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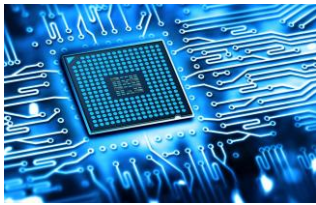# Business Technology Consulting

1.0 Introduction

Dr V Michell

Assessable Outcomes

On the completion of the course students will be able to:

- Understand Business technology consulting **concepts and principles** and how in the form of consulting methodology they can be applied appropriately.

- Understand how consulting **tools and solution frameworks** can be applied to establish a holistic analytical view of an organisation (business, organisation and IT systems) to support the development of solutions that create business value and sustainability.

- Understand how to apply consulting methodology and techniques (using quantitative and qualitative methods) to conduct an analysis of the business (including its strategy, business, organisation and technology performance and constraints,) to benefit the business and its stakeholders.

- Use consulting techniques to produce a set of requirements and plans which assist decision makers to formulate business technology (e.g. IT systems) solution strategies that ensure business sustainability.

- Understand how to evaluate client needs and issues, apply appropriate methods and produce and analyse results to deliver on-going and long-term client business improvements

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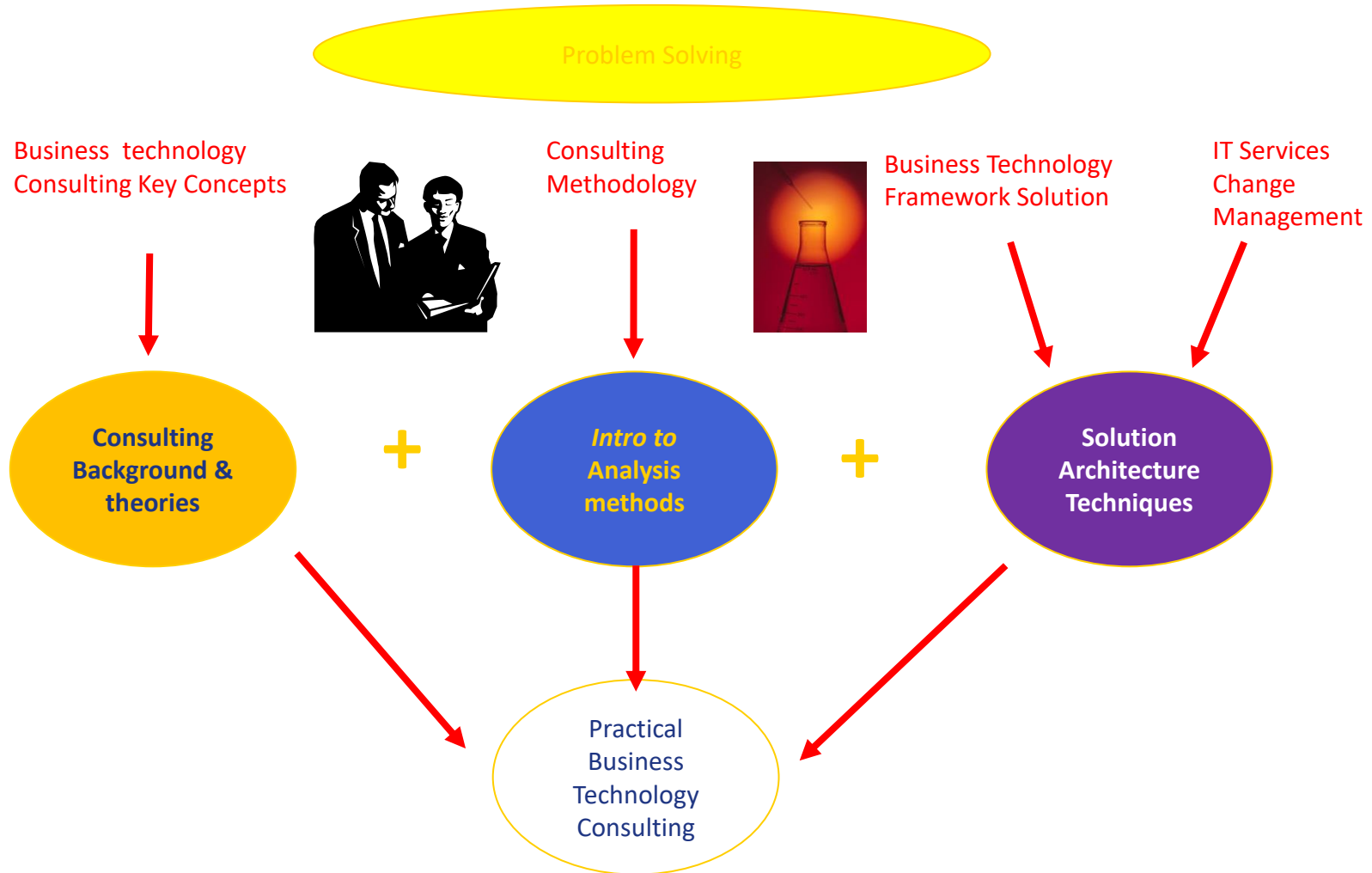**Business Technology Consulting   Reference Information**

The module book is:

Biggs D. Management Consulting – A Guide for Students

…mainly for your general advice and development as a technology consultant

You will need to read and follow up papers and references for most of the course as much of the work is based on research and best practices

For module references to papers and journals please see:
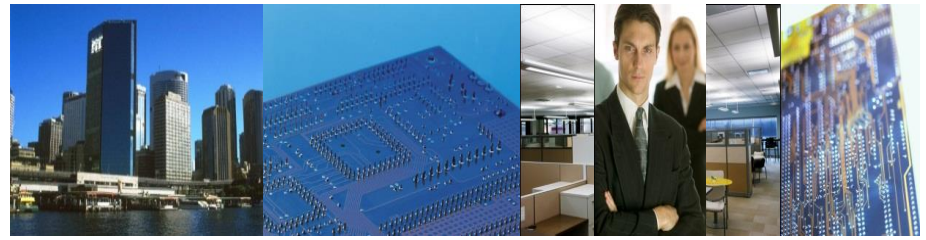
BTC Overview

Problem Solving

Business technology Consulting Key Concepts

Consulting Methodology

Business Technology Framework Solution

IT Services Change Management

Consulting Background & theories

+

***Intro to* Analysis methods**

+

Solution Architecture Techniques

Practical Business Technology Consulting

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Unit 1: Content

- Consulting Origins and Types
- Consulting Principles
- Consulting Skills
- Consulting Behaviour

Learning Objectives   After completing this unit you should:

- Understand the origins of consultancy and the key structures

- Be able to use and apply consulting principles

- Understand and support necessary consulting behaviours

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1.1 Consulting Key Concepts

WHAT IS CONSULTING?

https://www.omniwatersolutions.com/8-benefits-of-choosing-an-effective-business-management-consultant-for-your-small-business/

WHAT IS NEEDED IN BUSINESS TECHNOLOGY CONSULTING?

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1.1 Origins

Modern Business Consultancy started in 19th century

1886   Arthur D Little - Technical Research Consultancy - by MIT Professor

1890   Fredrick Winslow Taylor - workstudy

1893-98 Frederick Winslow Taylor - one of first consultants *Consulting Engineer systematising shop management and manufacturing costs* [C5.6]

1914   Booz, Allen Hamilton – Management Consultancy - Edwin G Booz

1926   McKinsey - Strategic Management Consultants

1938   W S Atkins (UK)

1960s   Boston Consulting Group – Management and Strategy Analysis

- Big 6 Accountants :

Arthur Andersen, Coopers & Lybrand, KPMG, Arthur Young, Deloitte, Ernst & Whinney

- Technology – Cap Gemini

- Boutique – Bain

1988   Estimated 100,000 consultants globally[C5.6]

1998   Management Consultancies as Knowledge workers   [Alvesson 1995 in C6.57]

2001   Accenture, Cognizant + sourcing consultants

2007   Recession + consolidation

2010+   Enterprise Architecture + consulting

See Biggs pp3-21

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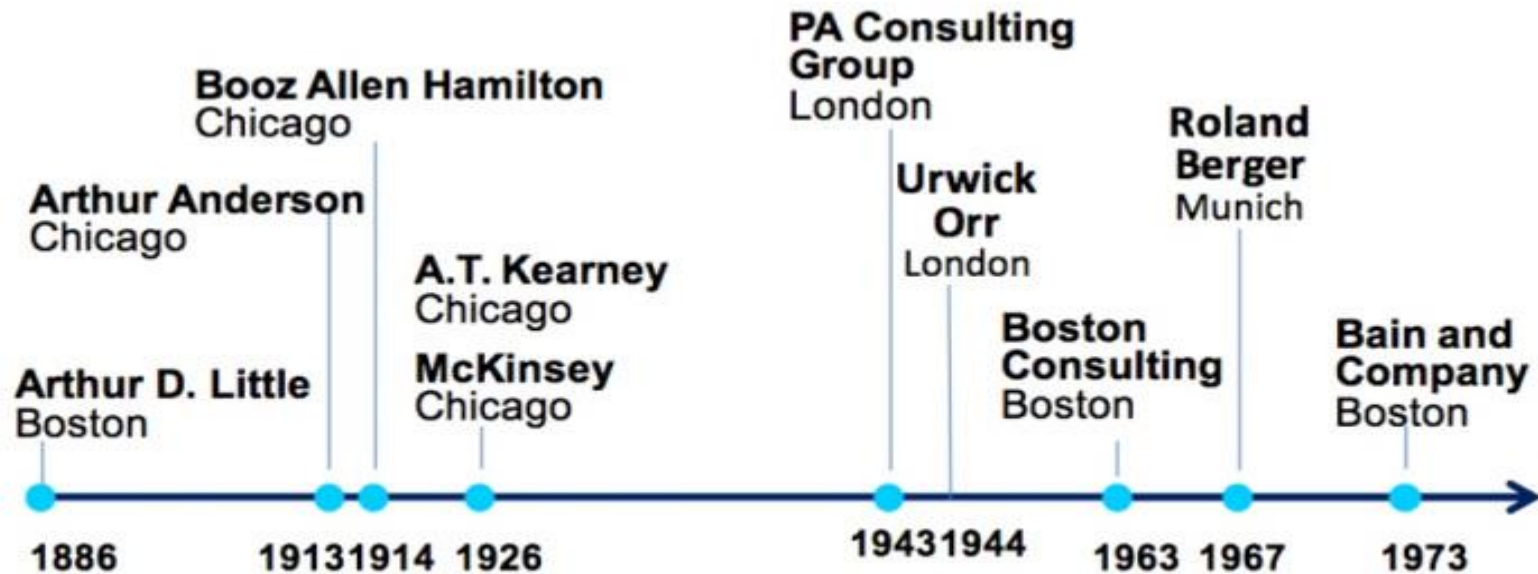UNIVERSITY OF READING

1.1 Origins

Figure 2-3: The Major Brand Management Consultancies: Where and When Founded (Adapted from Panetti, 2007)

https://chaturvedimayank.wordpress.com/2019/03/26/the-origins-and-history-of-management-consulting/

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Origins (cont.)

Consultancy Growth – **Driven by radical and discontinuous business environment change:**

- International competition
- Technology change
- Recessionary forces
- Changing management requirements

Pre 70s   Small specialist and technical consultancies

1970s   Introduction of IT
              'big 8' accountant related consultants
1980s   BPR, New technology PCs etc
1990s   The web
2000   Y2K, EMU
2000+   Outsourcing + consulting culture
2009Recession and bank failures
2010   Disruptive digital technology
2015   Environmental and sustainability issues
2020   Covid & Brexit

...Change is the oxygen of consultants!

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Consulting Trends

Consulting is cyclical and follows national and world events:

- 2000-2001 stock market failure reduced ICT consultancy
- 2008-9 failure resulted in cutting costs and consultancy!
- 2010-11 Opportunities for cost saving and rationalisation
Via disruptive technologies
- 2012 Situation:
    - companies developed more internal consultants
    - small consultancy companies taking some market share
    (lower overheads and specialisation)
    External Consultants
    - short term engagements
    - spending very restrained
    - Government spending reduced
    - IT consulting still growing
    - IT outsourcing most profitable with consulting as loss leader
    - Some projects eg rail infrastructure in UK
- 2015 Environmental regulations
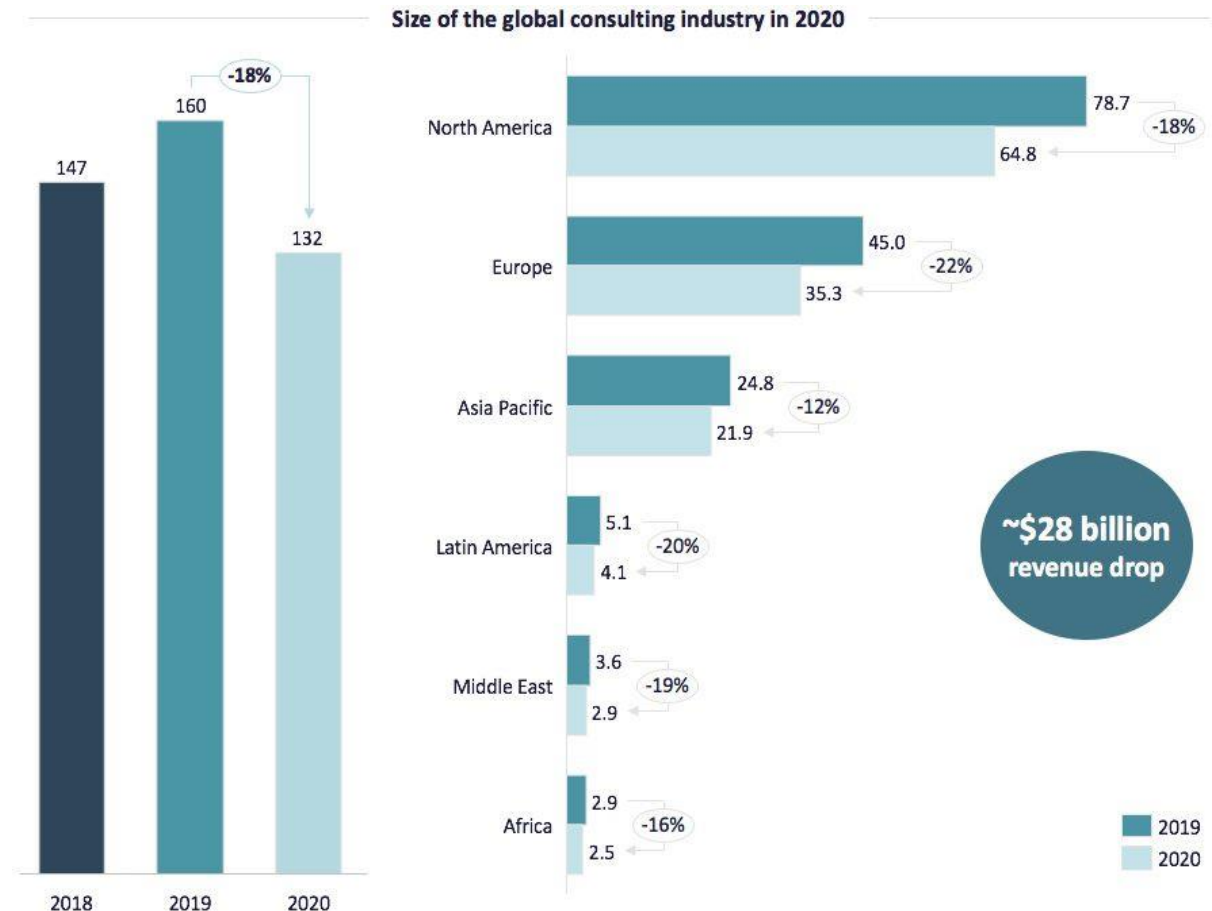- 2020 Brexit & Covid19 regulations and technology changes

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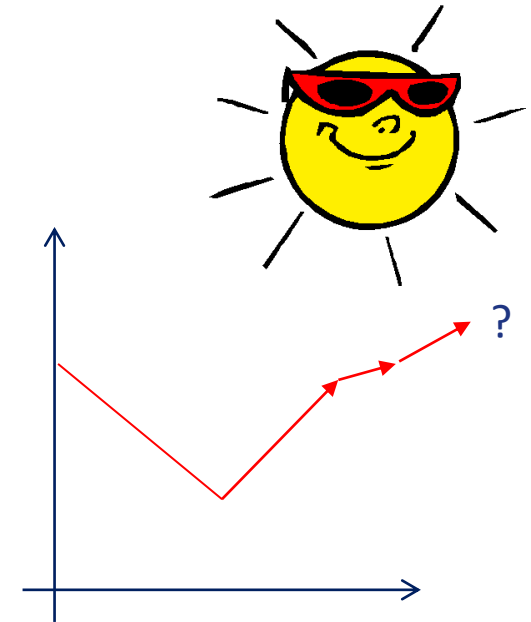
Origins (cont.)

Consultancy Growth – Driven by radical and discontinuous change:

Size of the management consulting market worldwide *$billions*

'The consulting industry stands to take a sizeable hit from the Covid-19 crisis'

Size of the global consulting industry in 2020

2018	2019	2020
147	160	132

-18%

Region	2019	2020	Change
North America	78.7	64.8	-18%
Europe	45.0	35.3	-22%
Asia Pacific	24.8	21.9	-12%
Latin America	5.1	4.1	-20%
Middle East	3.6	2.9	-19%
Africa	2.9	2.5	-16%

~$28 billion revenue drop

2019
2020

Source: Consultancy.org estimates, Source Global Research in April and May. All data in US$ billion

https://www.consultancy.uk/news/24659/market-size-of-the-global-consulting-industry-in-2020

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Consulting Types

Business Model

- Pure advice
- Hybrid – advice + implementation (PWC, Capgemini)
- Advisor - sells a report to recommend what work, e.g. Mckinsey
- Body shop – sells people to do the work, e.g. Accenture

Sector
- Generalist: all niches/by sector, e.g. IBM/Accenture
- Niche – by business domain/by problem type   eg Project Partners
- SMEs
- Public/private

Service
- By size – large vs one person operations
- By business aspect (eg domain discipline eg IT architecture)
- By type of problem eg manufacturing, change
- By business sector (oil/gas, financial)

For additional Information see Biggs pp45-59

Consulting Types (cont.)

Consulting Service Types

Source: Michell V. - A Framework for Consulting Methodologies - IRC Discussion Paper Jan 2011

Service Type	Focus	Expertise	Advice Example	Company Examples
Strategic	Long terms senior management strategic planning	Advising senior management - mainly reports and recommendations	Shaping businesses, Takeovers, market planning, strategic business problems	McKinsey, BAIN, Booz Allen
Operational	General Management Problems	Advising middle management and implementing solutions	process change, sourcing, business development, operational business problems	Accenture, PWC, IBM
Niche	Specific business aspect	Management specialism	Audit, security, insolvency, HR, Marketing, Manufacturing	Nielsen, totalmarketingsolutions,
Niche	Technology	ICT, hardware etc	What and how to apply technology	Capgemini, Cognizant
Niche	Technology discipline	Science/engineering problem solving	Science/engineering problems eg design an x, assess biological impact of y	Cambridge consultants
Niche	Problem based	Problem solving methodologies	6 Sigma expertise, project management	Sigmapro, catalyst
Boutique	Highly specialised expertise	Energy conservation, retail, M&A, economics	Advice for leverage buyout of a company, assessment of energy efficiency for a supermarket	LEK (ex BAIN), BCG

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Consulting Types (cont.)

Please watch and reflect on the following video
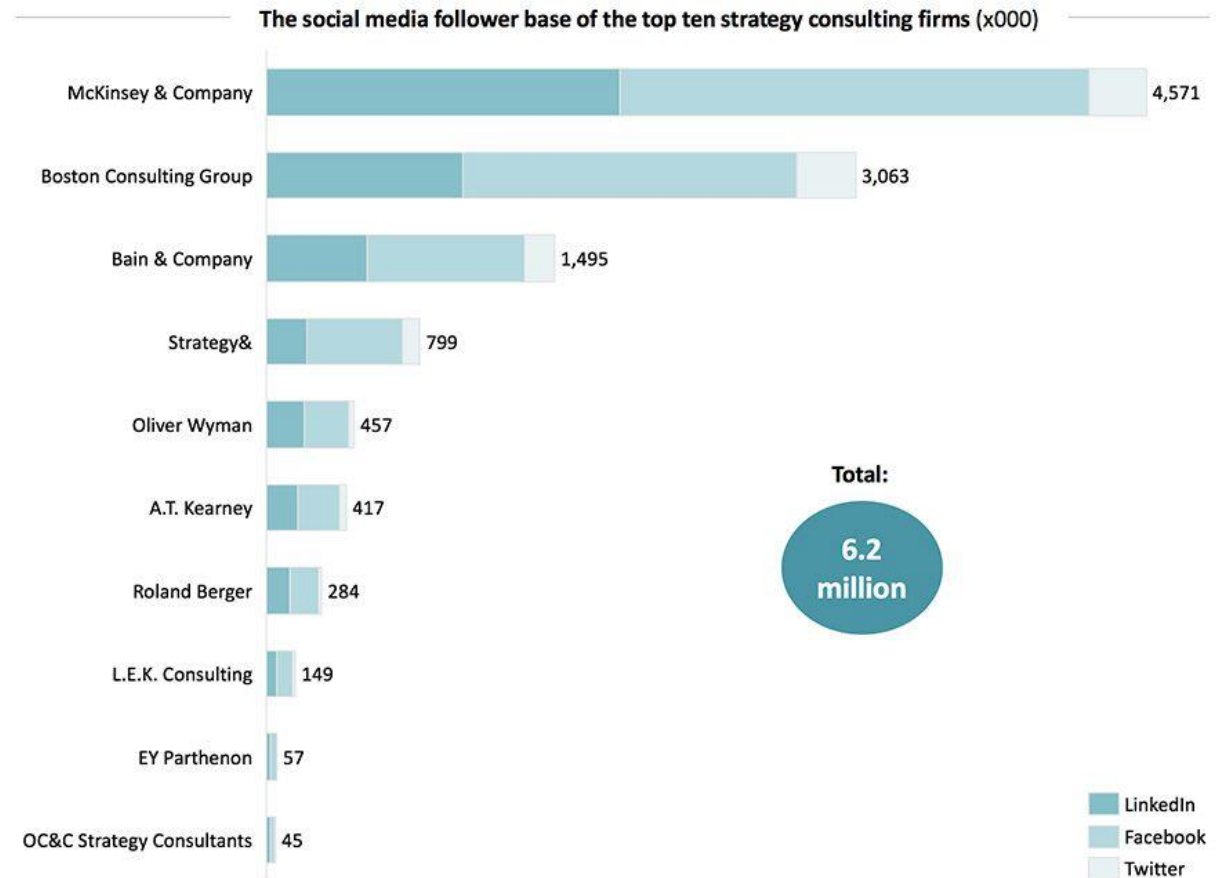
Management vs strategy consulting
https://www.youtube.com/watch?v=AcGRNCSEXqw

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Origins (cont.)

Top 10 Strategy Consulting Firms

Consultancy Types

Strategy Consulting

Advice on the strategic
direction, long term
Plans & profitability
of a business

The social media follower base of the top ten strategy consulting firms (x000)

Firm	Total
McKinsey & Company	4,571
Boston Consulting Group	3,063
Bain & Company	1,495
Strategy&	799
Oliver Wyman	457
A.T. Kearney	417
Roland Berger	284
L.E.K. Consulting	149
EY Parthenon	57
OC&C Strategy Consultants	45

Total:
6.2 million

LinkedIn
Facebook
Twitter

Source: Consultancy.uk analysis

https://merchant-ee.com/news/social-media-follower-base-top-ten-strategy-consulting-firms/

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Origins (cont.)

OPERATIONS CONSULTING

Consultancy Types

Consulting advice and engagements for middle management support of value adding operational activities of a business

Operations consulting services

Organisational Operations	Sales & Marketing	Supply Chain	Sourcing & Procurement
Finance	Business Process Management	Research & Development	Outsourcing

https://www.consultancy.uk/consulting-industry/operations-consulting

The market for operations management services is estimated to be worth around $70 billion, accounting for just under 30% of the global consulting market

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Origins (cont.)

Technology Consulting

Consultancy Types

Technology Consulting

Ranges from designing
Specific types of technology
to running and advice on the
Management of technical
Processes and systems

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Origins (cont.)

Consultancy Types

Technology Consulting

A mix of business/IT
User Technology and
Engineering technology

Largest Technology Consulting Firms

• Accenture	(IT, Operations, HRM)
• Cap Gemini	(IT, Operations)
• CSC	(IT, Operations)
• IBM BCS	(IT)
• PWC	(IT, Operations, HRM)
• KPMG / Bearing Point	(IT, Operations)
• Deloitte	(IT, Operations)
• **McKinsey & Co.**	**(Strategy, Operations)**
• BAH	(Strategy, Operations)
• **Mercer**	**(Strategy, HRM)**
• Anderson	(Operations)
• **A. T Kearney**	**(Strategy, HRM)**
• **Monitor**	**(Strategy)**
• **BCG**	**(Strategy)**
• **A.D. Little**	**(Strategy)**
• **Bain & Co.**	**(Strategy)**

http://itconsultinghigaeru.blogspot.com/2017/02/biggest-it-consulting-firms.html

accenture
High performance. Delivered.

Capgemini
CONSULTING.TECHNOLOGY.OUTSOURCING

CSC
EXPERIENCE. RESULTS.

PRICEWATERHOUSECOOPERS

McKinsey&Company

KPMG

ATKEARNEY

THE BOSTON CONSULTING GROUP
Arthur D Little
Global Management Consulting

BAIN & COMPANY

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Exercise 1.1

1.2 Key Consultancy Characteristics

Intellectual Capital

Domain Expertise

Methodology

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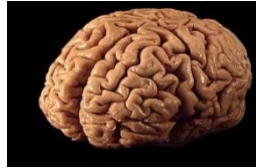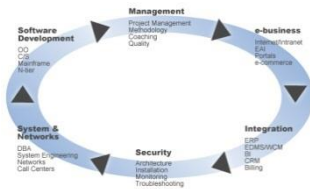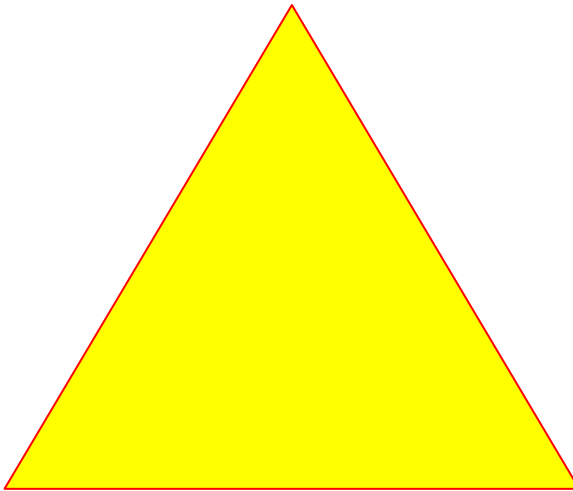
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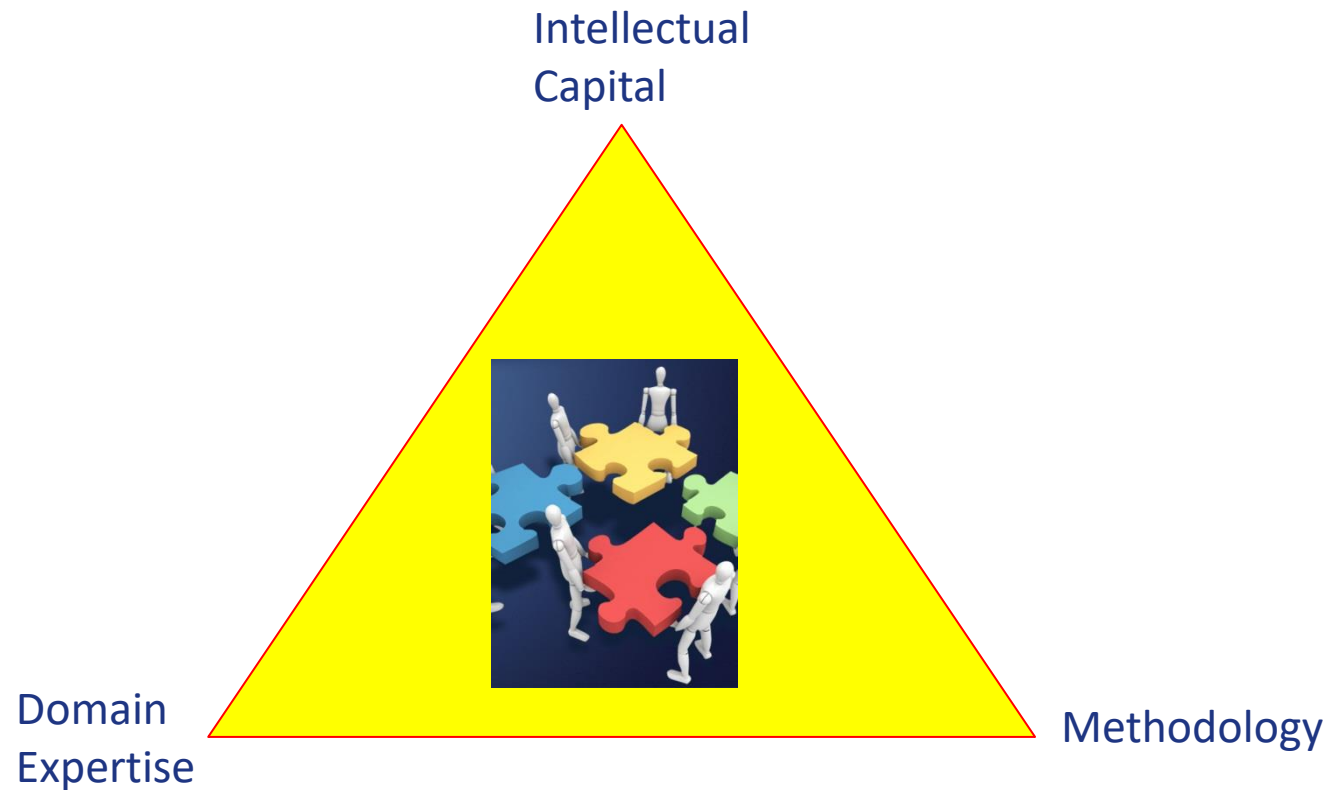
Key Consultancy Characteristics (cont.)

KNOWLEDGE MANAGEMENT
- thoughts and knowledge
- experience
- papers, publications
- documents

Intellectual Capital

Domain Expertise

- Expert knowledge eg technology
- Sector knowledge eg banking
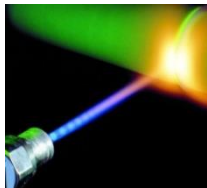
Methodology

TOOLSETS
- Tools/methods/models
- Tacit experience
- Skills

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What Do We Mean by Technology Consultancy?

Intellectual Capital

Best practice techniques & skills

Vs.
Science/engineering
Calculations, physical products

ICT advise/use for business change

vs.
Pure technology consultancy (Hardware) eg engineering (the technique know how)
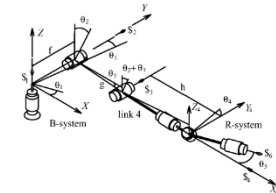
Domain Expertise

Figure 9. The Puma robot.

Methodology

Best practice models (Social science)

vs.
Science/engineering

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Advantages of Consultancy - Business View

- Independent <u>viewpoint</u>   *-they must be right!*
  - free from politics, internal constraints and existing solutions

- <u>Objectivity</u> - clear focused analysis   *- they will find an answer!*
  - Consultants may be used to provide objective evidence for decisions/ideas

- <u>Innovation</u> opportunity   *– they can do it better!*
  - They should have state of the art knowledge/capabilities

- Provision of <u>expertise</u> the business lacks   *- they will know what to do!*
  - They are very good at what they do/specialised

- Short term <u>capacity</u> benefit   *- they can help us manage*
  - Their skills can be used when required/need for expertise

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Advantages of Consultancy - Business View (cont.)

Consultants can:
- Encourage <u>management learning</u>
- Avoid defensiveness/denial
- Provide someone to blame!

Objectives for Consulting Intervention
- Provide valid and <u>useful</u> information that may not be available internally
- Provide <u>free choice</u> – client can choose to accept advice or not
- Ensure internal commitment (i.e. need to internalise and take on board the advice)

Tilles 1961 – 3 principle consulting roles:
- Seller of services
- Supplier of information
- Business doctor – dispensing '<u>cures</u>'

Mouton 1983 – Intervention Modes:
- Provide clients with <u>information</u> on relevant theories
- <u>Prescribing</u> what they should do
- <u>Challenging</u> ways that clients think

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Consultancy Issues

- Are consultants really objective?

  - Reliance on latest fads
  - Copy and paste from previous client
  - Learn from you and sell their knowledge back

- Consultants can be costly!

- They can be a distraction and threat to own employees (earning more/less responsible)

- They use the opportunity to learn from you

- Is there a positive cost/benefit? - takes time, will they be around when you find it?

- Will they stay to implement their ideas? – have they ever done it?

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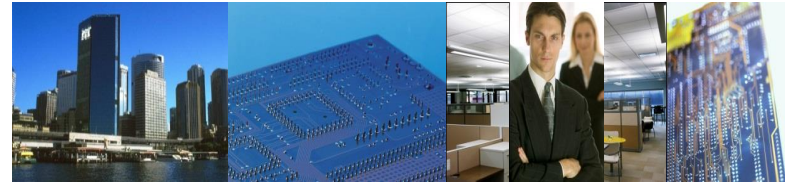
Consulting Roles

Consulting Roles	**Interacting with the Client**

Supplementing – consultant is an additional resource taking on an existing company role

Complementing – consultant fills a gap in a new role in the organisation
- As a disturbance handler – to help resolve a business crisis
- As an entrepreneur – to explore a range of possibilities
- As a resource allocator – eg organising the client business
- As a negotiator – eg to negotiate a contract on behalf of the business

Differentiating – consultant facilitates the process of differentiating roles as business grows

Integrating - consultant helps to integrate new changes into the business

Enhancing -consultants help to make the business management more effective

Innovating - consultant helps develop new business capability eg via technology

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Consulting Roles (cont.)

Three Key Advisory Roles:

Based on Mintzberg Managerial Roles

Inter-personal Roles

- The figurehead
- The leader
- The liaison

Informational Roles

- The monitor
- The disseminator
- The spokesperson

Decision Roles

- The entrepreneur
- The disturbance handler
- The resource allocator
- The negotiator

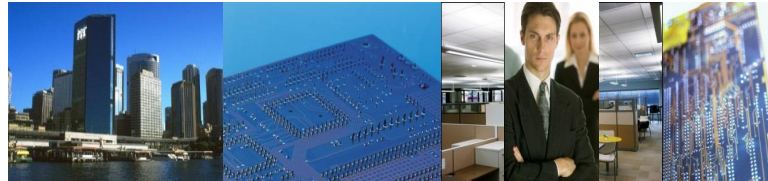Source: Wickham P.A. Management Consulting - Delivering an Effective Project Prentice Hall 2004

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Advantages of Consultancy - Business View (cont.)

What consultants do

Please watch and reflect on the video of one experience:

What DO management consultants do | Daily task breakdown!
https://www.youtube.com/watch?v=faOoGU18Z4I

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Exercise 1.2

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1.3 Consulting Principles

What value is added by a consultant?

Provision of **Information**
- Awareness, selection and application of resources: human and technology

Provision of **Specialist Expertise**
- Industry sector expertise
- Technology expertise
- A new range of technology options as a business evolves/technology evolves

Management Support for Internal Arguments - An external expert/consultant can
- help make the right decision/back up politics
- be used to make difficult and unpopular decisions

Facilitating Change
- Reducing resistance to change/smoothing change
- Providing scarce/additional resources
- Doing the analytical work the business has no time for

Source: Wickham P.A. Management Consulting - Delivering an Effective Project Prentice Hall 2004

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Consulting Skills

- Analytical Skills — how & what to analyse

- Technical Skills — know how/why for specific technology

- Project skills — know what/when

- Relationship building Skills- know who - emotional intelligence

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Analytical Skills

- Establish a relevant context

- Identify what information in the context is needed

- Process information and identify important relationships within it

- Draw meaning from information and use it for decision making

- Recognise strengths, weaknesses and capabilities

- Assess the business' financial and market situation

- Identify problem sources and drivers

- Understand cause and effect

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Technical Skills

- Understand specific technology

- Know 'what' technology should be employed in the business context

- Know 'how" the technology enables the business

- Assess the technological situation that supports business value

- Identify what technology is needed to grow value and the business

- Ensure technology is feasible and appropriate for the client

- Explain the technology and its use/benefits

- Adapt and potentially implement the technology in context

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Project Management Skills

https://www.raconteur.net//wp-content/uploads/2014/09/Project-management-skills-managing-a-team-360x203.jpg

- Define objectives and outcomes   - realistic/achievable

- Develop formal plans   - internal/external roadmap

- Sequence and prioritise tasks

- Manage project financial and information resources

- Recognise and utilise human expertise

- Add and supplement expertise

Source: adapted from -Wickham P.A. Management Consulting - Delivering an Effective Project Prentice Hall 2004

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Relationship Building Skills

https://i.ytimg.com/vi/3okV4PmxjUU/maxresdefault.jpg

- Build rapport & trust with the client
- Question the client effectively
- Negotiate objectives & outcomes
- Convince through verbal, written and visual mediums
- Use information to make a case for a particular course of action
- Develop selling strategies
- Work effectively as a member of a team
- Demonstrate leadership

…Consulting involves critically interacting with the client

…Consulting as a critical and trusted advisor

…Consulting involves knowing when and how to charge!

…Consulting is a relationship business!

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Obtaining & Managing Expertise

Consulting – As a Learning Organisation

A consultancy **core competence** is its expert knowledge and intellectual property

Knowledge is a fluid mix of framed experiences, values, contextual information and expert insight that provides a framework for evaluating and incorporating new experiences and information [Davenport & Prusack (1997)]

Intellectual property
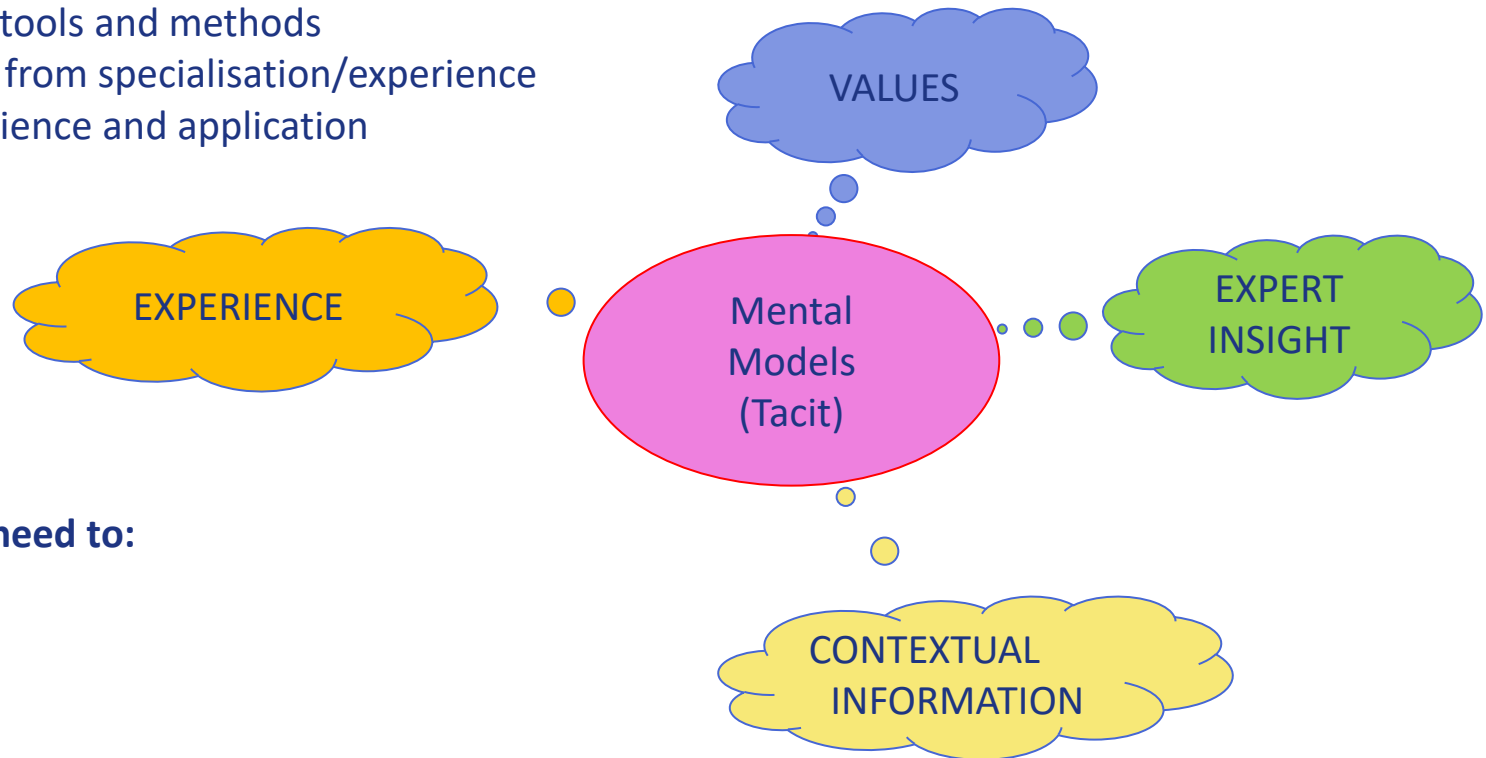
Distinct creations from the mind for which a set of exclusive rights are recognised In law [http://en.wikipedia.org/wiki/Intellectual_property]

E.g. copyright, trademarks, patents, design rights, trade secrets

Obtaining & Managing Expertise (cont.)

Consultants have a wealth of experience and must to learn from their

- Clients
- Engagements
- Application of tools and methods
- Expert insight from specialisation/experience
- Context experience and application

Consultants need to:
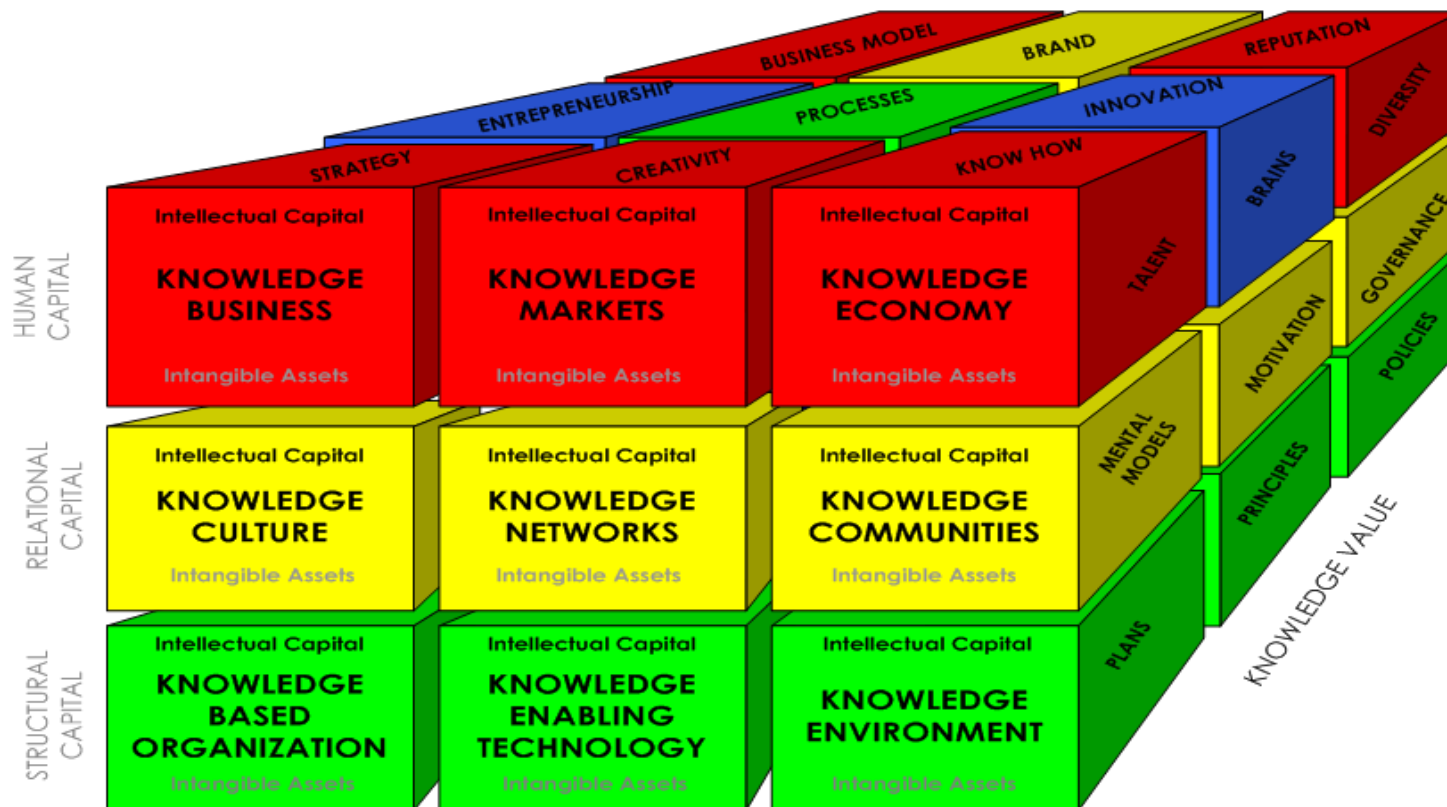- Share
- Codify
- Develop
- Manage
..these mental models

VALUES

EXPERIENCE

Mental Models (Tacit)

EXPERT INSIGHT

CONTEXTUAL INFORMATION

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Capturing & Managing Knowledge

Example of the range of knowledge that exists in a business

THE KNOWLEDGE CUBE FRAMEWORK

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Unauthorized use or use without attribution is strictly forbidden
Created by Bryan Davis Jan 4, 2007 in cooperation with Rick Trenvov..

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Capturing & Managing Knowledge

Consultants operate in knowledge Intensive businesses – they need to learn fast and develop new knowledge as a 'learning organisation'

Learning Organisation Tasks

• Provide continuous learning opportunities.
• Use learning to reach their goals.
• Link individual performance with organisational performance.
• Foster inquiry and continuous dialogue, making it safe for people to share openly and take risks.
• Embrace creative tension as a source of energy and renewal.
• Be continuously aware of and interact with their environment.

Source: Kerka (1995)

...learning organisations harness individuals and promote learning for the good of the individual and the organisation

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Types of Company Knowledge Repository

1. **External**
   - competitive intelligence
   - the internet (websites)/intranet
   - social networks (facebook, twitter, linked in)

2. **Structured Internal**
   - reports
   - Procedures
   - documents
   - email messages

3. **Informal internal knowledge**
   - lessons learned
   - process workarounds
   - meeting notes
   - discussions

Source: Davenport et al cited in CO21 Dongosoyr 200 3 An Empirical Study of an Informal Knowledge Repository in a Medium-Sized Software Consulting Company

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Consulting Knowledge Typology

Where does a consultant's knowledge reside ?

	Individual	organisational
Explicit Knowledge	Eg Individual checklists	Eg shared consulting methods
Tacit Knowledge	Appropriation of individual experience & beliefs	Shared norms, beliefs, values

knowledge

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Exercise 1.3

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1.4 Consulting Behaviour

- Managing Consulting Responsibilities

- Professionalism

- Ethics

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Consultant Responsibilities

Legal
- Must ensure individual activities and those on behalf of the firm are legal
- In new technical areas this may require specialist legal advice

Moral
- Must meet the society/countries moral norms and obligations
- Responsibility to be fair and do the right thing beyond contract obligations
- Should act ethically

Economic
- Must act in the long term interests of the business
- Advocate projects that meet the business needs
- Notify the business in cases where this is not likely to occur

Discretionary
- May refuse to work in certain project areas/situations
- May be affected by personal values/religion etc.

Source: Wickham P.A. Management Consulting - Delivering an Effective Project Prentice Hall 2004

Dr V Michell INMR86 Business Technology Consulting

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Professionalism

Broad range IT to organisational behaviour 'practitioners'

International Council of Management Consulting Institutes (ICMCI 1999)

There is a need for a:

- Registered body – to certify you are who you are
- Code of contact and management/discipline
- Community of practice
- Provision of quality training
- Support of consultant interests (professional, legal etc)

Example Consulting Institutions

http://www.mca.org.uk/

Our sixty member companies comprise around 70% of the UK industry's total annual revenue of £9 billion, employ around 40,000 consultants and work with over 90 of the FTSE 100 companies and almost all parts of the public sector.

http://www.iconsulting.org.uk/

Consulting Ethics – Fraud & Corruption

Consultants should avoid:

- Bribing client staff for benefit (even if it is accepted client culture)
- Colluding with client staff to obtain better terms of reference/unfair advantage
- Exert undue influence on client selection teams
- Adopting unfair methods/techniques that favour the consultant
- Overcharging the client/Billing for work not executed
- Unauthorised use of client property (eg removal/personal use)
- Provide less service than contracted for
- Alter accounting, project or other records in their favour
- Provide false statements or knowingly support false statements
- Forge or unlawfully alter documents
- Remove, copy or disseminate client documents
- Flagrantly disregard NDA/IPR arrangements
- Misrepresent facts
- Seek unjustified increases or changes in conditions

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Exercise 1.4

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Aims:
This module aims to allow students to be able to identify current and future issues affecting the client organizations, use the key knowledge areas for business technology consulting such as service oriented architecture, business architecture, information technology architecture, and formulate a most effective strategy to communicate to the board members to push the proposed strategies for business technology.

Outline content:
The key content covered in this module includes:

⬚ Business technology consulting concepts and principles based on the theory on organisations and Information Systems;   (units 1, 2)

⬚ Business analysis methods for representing business context, business activities and IT activities, alignment of business performance and IT enabling; (units 3,4))

⬚ Business consulting methods for analysing the business capabilities, stakeholders' influences, and predicted achievements; (units 3, 4)

⬚ Business consulting methods for formulating business technology strategies for achieving the business objectives; (units 5, 6, 7)

⬚ Valuation methods for evaluating tangible and intangible benefits if the recommended business technology strategy is implemented. (units 5, 6, 7)

Assessable outcomes

On the completion of the course, the students will be able to:
⬚ Construct highly persuasive arguments that resonate with boardroom-level stakeholders;
⬚ Establish a holistic view of an organisation, in particular IT systems creating business value and/or preventing business sustainability;
⬚ Apply the consulting methodology (using quantitative and qualitative methods) to conduct an analysis of the business strategy, performance, constraints, and benefit to and impact on the stakeholders;
⬚ Produce a set of requirements which assist decision makers to formulate business technology (i.e. IT systems) strategies for the business sustainability;
⬚ Evaluate the consulting results and use the feedback to maintain on-going and log-term improvements.

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