

THE OFFICIAL GRADUATE CAREER GUIDE TO

MANAGEMENT CONSULTANCY

2016/17

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TAX

MANAGEMENT
CONSULTANCY

ACTUARIES

INSURANCE

PENSIONS

BANKING &
INVESTMENTS

CHARTERED
ACCOUNTANCY

WHAT'S INSIDE

Everything you need to know about the profession

Extensive list of recruiters from page 67 and Job Finder from page 92

INTRODUCTION

Consulting is one of the most attractive career options for graduates and as such competition for places can be tough. Consultancy firms appear high in league tables and graduates are attracted to the promise of interesting, challenging and diverse work and the opportunity for career progression.

But do candidates know what consulting actually is; what various types of consultancies are out there and what consulting roles will entail? Not only will the information in this guide put you in good stead for interviews, but it will also help you to decide if consulting really is the career for you.

This guide gives you first-hand reports from consultants at various career levels, discusses the application process, and finally leaves you with an Employer Directory (page 67), in which your future employer may be waiting.

We trust that you'll make use of *all* of the guide's content before applying for the vacancies which can be found at www.insidecareers.co.uk/man ●

Visit www.insidecareers.co.uk/man for:

- **Job search:** to search the latest graduate jobs, internships, placements, insights and school leaver schemes.
- **Employer directory:** for easy access to recruiter information, case studies and employer Q&As.
- **Application deadlines calendar:** to keep track of those opportunities you can't afford to miss.
- **Employer events calendar:** to see the upcoming open days, presentations and networking events happening near you.
- **Email alerts:** sign up to hear about new consultancy opportunities as well as the latest tips and news.

'The essential guide for anyone looking to become a consultant'

Simon Bowen, Director of Membership Engagement
Institute of Consulting

'All the information you need to start your management consultancy career'

Alan Leaman, Chief Executive
Management Consultancies Association

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Editorial – Katie Crane
29th Edition
First Published in 1988

INTRODUCTION FROM THE INSTITUTE OF CONSULTING AND THE CMI

Simon Bowen, director of membership engagement for the Chartered Management Institute and Institute of Consulting, is passionate about providing first-rate careers services and is delighted to introduce the *Inside Careers Guide to Management Consultancy*. Here, he reflects on the variety of opportunities available to those considering a career as a consultant.

A career in consultancy is one of the most exciting, challenging and rewarding careers available. Whether working in a big practice or working independently, the work is varied and fulfilling.

Consultancy spreads across all sectors, providing the opportunity to understand industry-specific issues, trends and businesses. You will be exposed to a variety of clients and, even at the beginning of your career, you're likely to have opportunities to work with experienced people, assisting senior consultants as they interact with clients. The breadth and depth of skills consultants have puts them in a unique position in terms of the services they provide.

Membership of the Institute of Consulting has a crucial role to play in your career. The Institute promotes and advances the consultancy profession, supports its community

of consultants and enables you to differentiate yourself from the crowd.

We're delighted to be working with the *Inside Careers Guide to Management Consultancy* to demonstrate how rewarding a career in consultancy can be. This guide provides a great resource for any aspiring consultant, bringing together a vast array of information to help you make an informed decision about your career.

By choosing to become a consultant you will be joining an exciting industry which will challenge you, excite you and reward you. I wish you every success for the future. ●



Simon Bowen MBA CMgr FCMI is the Director of Membership Engagement for the Chartered Management Institute and Institute of Consulting.

INTRODUCTION FROM THE MANAGEMENT CONSULTANCIES ASSOCIATION

The Management Consultancies Association is the consulting industry's representative organisation. The Association is the voice of the industry and MCA membership is a recognised stamp of quality for consulting firms. Alan Leaman, the MCA's Chief Executive, writes about what makes consulting such a diverse industry and attractive career.

There are very few areas of our economy or wider society that have not benefitted from the work of Britain's management consultants. Firms work with a hugely diverse range of clients and provide a fantastic set of services, many of them at the leading edge of innovation and creativity.

It is well worth taking time to look closely at the consulting industry before you decide which firm you want to work for. Many of them feature in the MCA's Annual Awards.

The UK is a world leader in consulting and you have a lot of choice. Many more firms are now also working overseas, increasing consulting's role as a key export for the British economy.

Of course, consulting can be a tough and demanding career. It requires strong commitment as well as skill. You must be able to learn fast, have a passion for really making a difference and be able to work effectively with clients and colleagues. Above all, it is about turning good ideas into real and valuable business results.

You'll see a lot more information in this great guide to the industry. If you like what you see, go for it! ●



Alan Leaman is the CEO of the Management Consultancies Association.

THE PROFESSION



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WHAT IS MANAGEMENT CONSULTANCY?

Management consultants are problem solvers, expert advisers and business catalysts. With help from the Institute of Consulting, we outline what consultancy is, and list some prominent service areas.

A management consultant provides advice for organisations that require specialist expertise or an objective perspective. Consultancy usually involves identification and assessment of a problem or analysis of a specific area, reporting findings and formulating recommendations. Consultants contribute to business improvement, change management, information technology and long-term planning projects.

What is the range of management consultancy work?

Early on in your career you will gain a range of experiences – a key attraction to many graduates considering a career in consultancy. As your experience grows you will become more specialised, enabling you to work in areas you find most interesting and rewarding.

Consultants specialise because of the wide variety of management activities. The specialisms have been divided by the Institute of Consulting into the following areas:

Business strategy

This involves long-range planning, reorganisation of a company's structure, rationalisation of services and products and general business appraisals.

Manufacturing and business services

This involves a review of the layout of a production department, production control arrangements, productivity and incentive schemes or quality control problems.

Financial and management controls

This can include the installation of budgetary control systems, profit planning or capital and revenue budgeting, office reorganisation and administrative arrangements.

Human resources

Working as a HR consultant involves advising on personnel policy, manpower planning, job enrichment, job evaluation and industrial relations.

Marketing

This involves market research and business forecasting, sales force training and the organisation of retail and wholesale outlets.

Environmental management

This includes urban and regional development planning, international economic research, cost benefit, social analysis studies and physical, economic, ecological and sociological studies.

Quality management

The setting of policy and strategy; this involves customer satisfaction, performance measurement, people management and processes.

Information technology

An IT consultant's work involves defining information needs, provision of software, systems analysis and design, computer feasibility studies, implementing applications and system evaluations.

In essence, a consultant's job is to advise an organisation on improvements that can be made. However, the range of work in consultancy is extremely varied and consultants can be found in almost any sector. The variety of work available ensures that a career in consultancy provides diverse, interesting and rewarding opportunities to any graduate. ●

WHY BECOME A CONSULTANT?

With the help of the Young MCA's skills survey we take a look at some of the top reasons for choosing a career in consulting.

1 Diversity
The number one factor that draws students to management consultancy is the diversity of work. As a consultant you will work on a range of projects, with a variety of colleagues and clients. You will gain experience across sectors, industries and even countries, as many consultancies also offer opportunities to travel.

2 Salary
It shouldn't ever be your sole reason for choosing a career but the consulting sector is renowned for its high salaries and comprehensive benefits packages. On entry into the profession you could be earning in the region of £35,000. For salaries in more depth head to page 14.

3 Learn about other industries
As a consultant you will experience a variety of industries. It is unlikely that you will be 100% sure what sector you want to go into when you leave university; a career in consultancy will allow you to discover what interests you most. It will also give you a vast skill set that can be transferred to any job.

4 Career opportunities
With such scope in size, specialism and focus of consultancies, there's something for everyone. You will be given early responsibility as well as the opportunity to work with senior colleagues and clients. Progression is in your hands; there are lots of opportunities to grow and you don't necessarily have to wait for your boss to leave to progress. Networking is a huge part of consultancy; you'll work with colleagues at all levels and clients at a variety of organisations – make the most of it. Your connections can make a huge difference to your career progression.

5 Training
Consultancies appear high in graduate employer league tables as they offer high quality graduate schemes, lots of training and support and opportunity for learning and development. Fast paced projects mean you'll learn a lot on-the-job and continue to develop throughout your career. As well as broadening your technical and soft skills you can gain consulting qualifications through the institutes. You can find out more about professional consultancy qualifications on page 59. ●



TYPES OF CONSULTANCIES

With help from members of the Young MCA we take a look at the different types of consultancies and what they do, alongside the variety of areas in which you can find consulting work.

Consultancies vary in size, specialism and focus. At one end of the market the larger firms offer end-to-end solutions and, at the other, niche firms offer specialist skills and industry knowledge. However, it is possible to broadly group consultancies into certain types.

Generalist consultancies

These are large consulting firms that offer a range of consultancy services, from pure consulting to strategy, human resources to technology and, in some cases, outsourcing on a global basis. The consulting firm will normally be part of a wider business which will also offer other services in accounting, tax and corporate advisory. Consultants within these firms often have a broad knowledge of several different

functional areas. This offers consultants, working in general consultancy firms, the variety of working in different sectors. However, sometimes generalist consultancies hire specialist consultants to work on particular projects where in-depth knowledge is required.

Pure consultancies

These are firms who offer pure management consultancy services, but not technology consulting services. Firms often specialise in one or a few specialist fields such as change management, programme management, financial management, operations or business process re-engineering. Pure firms are often small to medium in size. Consultants have specific sector or service knowledge.



ANNA HENSHAW
KPMG
FORENSIC ANALYST (RISK CONSULTING)

GENERALIST

I graduated from Durham University with a degree in Mathematics, then spent a year in Paris learning French before joining KPMG in the Forensic Department (part of Risk Consulting).

I joined on the ACA Intensive programme, which meant that over my first ten months I spent the majority of my time in college and sat 14 of the 15 ACA (accounting qualification) exams, with a six week work placement in the middle. Whilst this was very intense (as the name suggests!) it has meant that since then I've been able to get really involved in client work and don't have to balance work and revision.

Within Forensic there are several teams, including Fraud & Investigations, Corporate Intelligence and Intellectual Property & Contract Governance. I'm part of the Disputes Advisory Services team which, amongst other things, carries out valuations of businesses and lost profits and provides expert evidence to be heard in court. So far I've found the work really interesting and varied – a personal highlight has been going to watch part of an arbitration I'd worked on. In addition to working on interesting projects, I've really enjoyed using the six days Corporate Responsibility (CR) time we're given and attending events such as the TEDx KPMG talks. I'm currently coming to the end of a secondment to another area of KPMG; secondments to other departments and countries are encouraged!



CHRISTINE YEO
CSC
DIGITAL TRANSFORMATION CONSULTANT

TECHNOLOGY

I graduated with a BA degree in Fashion Journalism (Broadcast) from London College of Fashion having studied Product Design in Singapore. I wanted a career in technology as it has tremendous growth potential stretching across different sectors in the economy.

CSC is a global consulting and IT company and the work that they do ticked my boxes. I joined CSC as an associate in the ESaaS (Enterprise Software as a Service) team, focused on delivering CRM (Customer Relationship Management) and customer experience solutions across all touchpoints.

I recently worked on a customer experience management solution for a train operating company, taking on the role of a business analyst. Day to day responsibilities included project coordination, gathering business requirements, process mapping, designing the target operating model and business case development.

I have also been given the opportunity to work on pre-sales, proposition development and software implementation projects in financial services, retail and consumer sectors. If you are looking for a challenging and rewarding career in IT, now is an exciting time for digital consulting as businesses are looking towards technology to future-proof their industry.

Strategy consultancies

Usually small or medium-sized companies. As the name suggests, strategy consultancies primarily offer strategic advice to companies on a project-by-project basis. Strategy consultancies find solutions to problems for which there is no generic solution. They are innovators in the sense that they create custom strategies to fit the needs of a particular company.

Strategy consultants work out the issues in the operations and work strategy of a company. This involves long-range planning, the reorganisation of a company's structure, rationalisation of services and products and a general business appraisal of the company.

Technology consultancies

Technology consulting covers a broad range of consulting services, as it is an extremely diverse field. Consultants provide businesses with the tools they need to get the most out of their systems. This sometimes involves implementing and administering an IT system on behalf of a company.

Due to the nature of their work, technology consultants do not always have an intimate knowledge of a client's industry. In a more complex industry technology consultants may work alongside other consultants who specialise in that particular sector.

Technology consultancies give a wide range of advice including: defining information needs, the provision of software, systems analysis and design, computer feasibility studies, implementing computer applications and making computer hardware evaluations.

Management & engineering consultancies
Management and engineering consulting firms share a common heritage in civil engineering and project management.

Consultants often have opportunities to work on large infrastructure projects of national and international importance.

A background in engineering is not needed.



ADE TOKAN
ATKINS
JUNIOR CONSULTANT

MANAGEMENT AND ENGINEERING

I graduated from the University of Nottingham after studying Finance, Accounting and Management BSc. I decided to start the graduate programme with Atkins because it is one of the world's most respected design, engineering and project management consultancies. We pride ourselves in building long term partnerships and relationships with our clients to create a world where lives are enriched through the implementation of our ideas.

Some of the exciting projects we have been involved in include: designing some of the infrastructures for the London Olympics 2012, designing the new Birmingham New Street station to accommodate more passengers and shops and leading the design of the expansion of the King Abdulaziz International Airport in Jeddah.

I am a Management Consultant in the Aerospace, Defence, Security & Technology Department. I work in small and large teams of project managers and business analysts; essentially we help our clients do business better, more efficiently and effectively. We do this by leveraging our wealth of knowledge and our international network. I have worked with mostly public sector clients in project support roles and asset management analyst roles.

Consultancy is a very rewarding career because you solve key issues of clients which means you are adding value and you are constantly developing your soft and technical skills.

Niche consultancies

Much of the growth in UK consulting has been a result of consultants leaving the larger firms and setting up their own consultancy firms in a particular sector or offering a specialist service. Niche consultancies are also started by leading experts in particular fields, using their expertise to help others improve their business.

Sometimes called boutique or specialist consultancies, these firms specialise in a particular field rather than general consulting practices and have an in-depth knowledge of their subject area.

Niche consultants can be found in almost any business area with consultants being able to work in a wide range of sectors. Some of the common areas for specialist consultancy include:

- Health
- HR
- Finance

- Marketing
- Public sector
- Retail
- Transport.

Choosing a firm

Choosing which type of firm to work for is not an easy decision. When considering a prospective employer, pick the consultancy environment that best suits your personality and your aspirations.

Global firms offer a broader range of opportunities but you might be constrained to one opportunity for some time. However, the support you will receive in a global firm is superb. The methodologies, case studies, training courses and support material are usually extensive, comprehensive and thorough.

Smaller firms (say 30-150 consultants) will still have extensive materials. Opportunities may be more localised, but you will normally

sample a wider variety of assignments. Those practices that are smaller still might specialise and offer as extensive an experience as the larger firms within the constraints of their chosen area of business.

Ensure that you know exactly what sectors the consultancy works in and whether it specialises or is a generalist firm. You will need to decide if you want to focus on just one sector, or work in a larger firm where you may be given the opportunity to sample a range of different projects.

Location is also important when choosing a consultancy. While a consultant's role often involves travel, ensure you are comfortable with where you would be based and know about the different offices that you may work out of in other countries.

Be sure to know what work you will be expected to carry out as a graduate in the consultancies you apply to. In some consultancies you will find that you are expected to carry out the role of an analyst for your first couple of years. In others you may be working on projects with other more senior consultants from the start.

Talk to the existing staff at the firms you are interested in and talk to consultants in other consulting models. Remember that, once you have made a choice, the other options could be revisited later in your career. ●



DANIEL HARVEY
LCP CONSULTING
MANAGEMENT CONSULTANT

PURE CONSULTANCY

I graduated with an MSc in Operations & Supply Chain Management and a BA in Communication & Business, both from the University of Liverpool. From there I joined one of the big four grocery retailers on their Group Wide graduate programme and after 18 months moved to LCP Consulting, a specialist supply chain consultancy, as an analyst.

Since joining the firm 18 months ago I have worked with national and multi-national retailers, leading automotive manufacturers and global charities on a whole spectrum of projects. Most recently I have been supporting one of the UK's largest retailers with the introduction of an industry-leading home delivery proposition, providing: insight and analytics support to optimise their operational business model, project management skills to ensure an optimal implementation and facilitating change through workshops and significant client engagement activities.

Most regularly I work as part of a 2-3 person team, however can frequently be the sole LCP representative working directly with the client. Working for one of the smaller consulting firms presents huge opportunity early on to earn significant responsibility and ownership, as well as progress quickly through the ranks. Consulting opens up so many experiences and opportunities that are unavailable in other lines of work, which is why it's a fantastic place to be!

SALARIES & BENEFITS

Management consultancy salaries are comparable with some of the best paid jobs in the country. Find out what you could earn at each stage of your career, how salaries vary across sectors and specialisms, and what employers expect in return.

The consultancy industry has grown significantly since the financial crisis of 2008, and as we enter a sustained period of economic growth this will continue. Management consultancies find themselves busier than at any time in recent years. The increased demand for consulting services means a corresponding increase in the number of consultants, particularly at entry level. Competition amongst the firms to recruit the best graduates is fierce, and this is reflected in the financial rewards offered by the industry.

The effect on salaries

Consultancies know that the main competition for attracting the best graduates has traditionally been the investment banking sector. Although that sector has scaled back campus recruiting, there are other desirable career paths – setting up your own business not the least of them. Yet more and more graduates are choosing consultancy as their preferred career. Whilst the demand for places far outstrips the supply of openings, the consultancies have to offer enticing salaries to attract the best graduates from the pool of talent. Hence the improvement in packages recorded over the last few years.

At undergraduate level, the consulting arms of the 'Big Four' (Deloitte, EY, KPMG and PwC) are all competing with each other and the top tier strategy houses (McKinsey, BCG, Bain) for top ranking students. Moreover, there has also been demand for new and recent graduates from fast growing medium-sized consulting firms and emerging digital consultancies. If you are already out of university and in employment elsewhere, firms will usually pay a small premium over your current salary if they want to secure you.

Salary structures and benefits

We take a look at some of the salaries which can be achieved whilst working within management consultancy. These figures are drawn from employed consultants (no self-employed consultants are surveyed) who work in firms of all sizes, sectors and functional areas. The common thread is that they are working in or around London, the nexus of the consulting industry in the UK. Salaries in the rest of the country are 6-12% lower.

Competition amongst the firms to recruit the best graduates is fierce, and this is reflected in the financial rewards offered by the industry.

Analyst: £35,000

These are roles for new graduates, or those with up to two years' postgraduate work experience. At larger firms, the competition to hire has led to 'little extras' such as: sign-on bonuses of £2,500 or interest-free loans, iPhones and iPads, gym memberships, help with accommodation and personal development study support.

Consultant: £55,000

Consultants at this grade typically have around three years' experience in consulting, or are fresh recruits into consulting but with a recently obtained professional qualification or comparable level of competence, e.g. ACA, CIPD, a blue-chip company's 2-3 year training programme graduate.



Senior Consultant: £65,000

At this level the backgrounds of consultants start to diverge. These can include mid-tier strategy house/boutique consultants with 2-3 years' experience; average performers with 4-6 years' experience at a systems integrator or a full-service consultancy and some work stream responsibility; or newly-minted MBAs entering consulting for the first time.

Manager: £80,000

Here consultants could be: more experienced (5-7 years' experience) delivery consultants; fast-track, straight from industry candidates; and top business school MBAs joining strategy houses. At manager level and with sales/business development responsibilities, the range extends to £100,000.

Principal/Assistant Director: £100,000

These tend to be consultants with eight plus years' experience in the full-service consultancies, or engagement managers/project leaders in boutiques. The majority of consultants working at this level have some responsibility for business winning.

Director: £150,000

Again, this salary band includes consultants as different as strategy consultants with 5-7 years' experience and old hands with 10-15 years at a more traditional consultancy, or those with senior project management/programme management responsibilities.

Equity Director/Salaried Partner: £250,000+

These experienced consultants range from those with seven plus years at a boutique to 15 plus years in general consulting.

Other benefits

Few firms provide a car below manager grades. All offer a cash alternative to a vehicle, typically worth £6,000-£10,000 per annum. The bigger consultancies offer comprehensive benefits packages, with 'cafeteria' or 'pick 'n' mix' benefits policies (choosing between a higher salary or a longer list of benefits) common. Smaller independent firms do not tend to offer much beyond health schemes and life assurance. Personal pension schemes predominate. The overall package offered should be scrutinised carefully, as comparisons based on salary alone can be misleading.

At the large operational consultancies, bonuses and profit shares tend to be less generous (7-15%) than those offered by the strategy and boutique firms (25-40%). Signing-on bonuses are still rare. The large partnerships are secretive about partner earnings but press reports indicate that senior partners enjoy packages in excess of £1 million.

Partner/Director packages in niche firms vary enormously, with some earning the equivalent of an average footballer in the lower divisions of the League, and others who would be better off as Senior Managers or Principals in larger

firms. These niche firms traditionally find it hardest to retain their experienced consultants and so bonuses can be as high as 50% of salary.

Salary differences explained

Salaries are banded and the bands overlap to take account of the level of remuneration necessary to attract and retain the high fliers on their way up, and the experienced specialists who are approaching the summit of their careers. 'Up or out' promotion policies which are common in strategy houses are less so in other firms, although periodic clear-outs of less profitable directors and partners in these firms are not unusual, even in buoyant economic times. Firms may claim to recruit only potential Partner/Director material, but the reality is that there are many consultants who see a 3-5 year spell as a means to widening their business exposure, and would seek to move on thereafter. It is these consultants who straddle the mid-range of the salary bands at all levels up to Manager.

The industry sector background of consultants, or their functional specialisation, also has a bearing on salary. This is commonly seen at the large operational firms and independents, rather less so at strategy firms or niche operations. Industry sectors that offer high levels of remuneration – pharmaceuticals, financial services and media – are serviced by consultants who have themselves usually worked in those sectors. Consequently, consultants hired from these industries can command a premium over their consultant peer group. Those at the lower end of the salary bands tend to have come from the public sector, manufacturing, or retail.

Salaries are also influenced by billings. Consultants are expected to bill fees of around 3-5 times their annual salaries. Therefore, consultants who work in sectors where high profits can support high fees fare rather better than their colleagues who work in areas where fees reflect the lower profits of their sector.

The relationship between salary and billings becomes increasingly important the further up the ladder consultants rise. At Manager level

and above, the ability to win work is crucial. More and more time (typically 25-40%) is spent cultivating clients, writing proposals and participating in beauty parades (where a client chooses a consulting firm after seeing a number of presentations). It is very difficult to rise beyond this level if such business skills are lacking.

The overall package offered should be scrutinised carefully, as comparisons based on salary alone can be misleading.

No one should be attracted to consultancy purely for the financial rewards. Although remuneration at Partner/Director level is comparable with the very best in other professions, there are many downsides. Job security has become poorer in recent years. Despite more attention being paid to the work/life balance, consultants still work long hours and not just Monday to Friday. As much of the work is carried out at client sites, frequent travel is common and a willingness to stay away from home for at least half the year is essential. Some firms ask new joiners to commit to 100% travel.

Yet consultants who choose this lifestyle do so because they enjoy the variety of work on offer, the opportunities to continue personal and professional development and the range of career openings available when they wish to leave. Those who hold a post with a well-established consulting organisation and those who choose to enter the profession over the next few years can still look forward to a well-remunerated future. ●

Don Leslie works at Beament Leslie Thomas (BLT) www.bl.co.uk, a leading management consultancy recruitment consultancy. The firm is the most highly ranked recruiter in the Top Consultant reader polls for best management consultancy recruitment firm. Don himself has been voted Best Individual Recruiter.

THE FUTURE OF THE CONSULTING INDUSTRY

The consulting industry continually adapts to meet the needs of its client base. In this article, the MCA discusses the emerging trends, opportunities and threats that are likely to shape your career in consultancy.

In recent years consulting has outperformed the wider economy. While the UK grew at 2.8% in 2014, consulting grew at 8.4%. Much of the rise in activity is connected to consulting's support for businesses' growth strategies. The economy's return to growth after the shocks of 2008 and the recession is welcome. But it is also challenging. Business sectors have been hugely disrupted, not least by digital. So senior executives need advice to help them test new growth propositions and get 'match fit' for growth. Consultants are providing the insights needed. Consulting is growing by helping others grow.



Advice needs in the public sector have also grown in recent years. With diminishing resources and rising citizen expectations, public services have to achieve more for less. They need consultants to support ambitious transformational change programmes. With even more exacting spending cuts likely in the new parliament, consulting will remain at the heart of public service reform.

Digital

In 2013, digital became the largest consulting service line and has continued to rise. Recruitment of digital consultants across MCA member firms has rocketed. There are now around 10,000 digital consultants out of around 40,000 employees.

As our highly successful MCA Year of Digital has shown, consultants are active right across the digital value chain, from Big Data analytics, social media, Cloud, gamification, through to cyber security and even AI. This breadth of activity has two principal benefits.

The first is for clients. The MCA surveyed business leaders about digital. We discovered that while the topic is extremely important to them, they don't necessarily have a detailed understanding of what it means. Consultants are steeped in digital culture. Some consulting firms have technology backgrounds. Many are recruiting digital experts to ensure that they have the most topical insights at their disposal. But as consultants, they also know that what matters to businesses is how digital will impact their strategy, recruitment needs, their investments, and most importantly their profitability.



Consultants can link cutting-edge digital insights to the business bottom line in ways business leaders can understand and relate to. They are helping digitise areas such as retail, where consumer expectations are driving huge channel shifts. They are transforming financial services (again increasingly in customer-facing areas, like retail banking) and in infrastructure, energy and utilities and manufacturing, they are linking data analytics to systems and products. Applying the concept of the 'internet of things', they are helping personalise the transport system, automate domestic heating systems and pioneer networked and (eventually) driverless cars.

The second benefit is for consultants. The rise of digital makes this a uniquely exciting time to work in the industry. Unlike many specialist digital boutiques, consultants get an opportunity to play with all the digital toys. At a recent Young MCA Year of Digital event, over 90% of young consultants said that digital made consulting a more attractive profession.

Strategy

But digital is not the whole story of consulting. The industry is full of specialists in programme management, finance, operational excellence, marketing and communications, and human resources. Consulting constantly evolves, acquiring new capabilities to match changes in the economy. The political consensus on the importance of better transport, energy and communications networks as a driver of growth is reflected in the fact that consulting is active in every area of infrastructure, including the most specialised. Very often this relentless acquisition of new capabilities is a function of clients' interest in getting things done. Consultants advise clients on how to address problems – and then often give them practical help as well.

One consulting staple that has reinvented itself is strategy. The traditional model of extended assignments producing long-term strategic plans is outmoded. In the relentlessly changing Digital Age, with its foreshortened business

cycles and agile innovation culture, business must mobilise fast, fail fast, succeed fast. Things feel more tactical than strategic in this get-things-done, results game.

But this culture means businesses face complex problems, more intractable and unpredictable than ever before. Consultants bring the range of expertise clients need in strategically integrated teams that can help them deliver. And clients are still interested in the future. They can't predict what will happen; no one can. But they need to know if they have the preparedness to deal with what does happen. They want to fit their investments, innovations and new 'plays' into a vision. Operating at both the strategic vantage and in delivery, consultants can test an organisation's strategic resilience. They can help clients create a flexible and adaptable vision to guide them in their relentless tactical decision-making. As the challenges of growth in the private sector and getting more for less in the public sector become increasingly complex, strategy consulting is again on the rise, accounting for over 10% of all consulting activity.

International

The UK is regarded globally as cutting edge in consulting. It is also regarded as being exceptionally innovative in sectors where consultants are active, such as retail or health. Consultants are leading advisers on financial modelling, public service reform and digital consulting. They are helping retailers cope with change and disruption. They are helping transform A&E and supporting new approaches to integrated care. So, it is understandable that they are much sought after beyond these shores. Active in the Eurozone, but also in the Middle East, North America and Asia Pacific especially, our members continue to indicate in surveys that they expect to expand their overseas operations further in the coming years.

Opportunities and challenges for the sector

In common with the rest of the economy, consulting faces significant challenges in how to secure the skills it requires for the future. Skills needs raise questions about our education system and the free movement of labour across borders, debates in which

MCA members are heavily involved. Digital skills are obviously at a premium. But so are core business skills. Blending emerging skills with 'traditional' ones is a basic challenge for the whole economy and one which consulting is taking seriously.

The ongoing challenge consulting firms face is the need to transform themselves. They must keep pace with what is happening in the economy and ensure their advice to clients to modernise is rooted in a change culture of their own. They also need to embrace digital opportunities in their resource management and the delivery of assignments. Our members are doing so with gusto.

What does this mean for graduates entering the job market?

There has never been a more exciting time to be a consultant. The industry operates across all sectors of an increasingly exciting, challenging and protean economy. It is central to digital. And it is open to new talent. In the last few years we have seen an astonishing 46% increase in new recruits and graduate hires. Partly to address the dynamics of digital and the challenges of growth in unpredictable and fast-moving economic conditions, MCA member firms are hungry for recruits that don't necessarily conform to the identikit British corporate type. The industry will still need great brains and dogged, detailed analysts. But it is also needs creatives, coders and people who see things differently.

Graduates looking for an opportunity to work on an array of cutting-edge projects with some of the biggest names in the FTSE 100 or major departments of state and public service bodies, need look no further than management consulting. ●

The MCA website provides authoritative data, easy-access insights and interviews with key players in the UK consulting industry. Visit www.mca.org.uk

FREQUENTLY ASKED QUESTIONS

With help from the IC and the MCA we take a look at some of your questions about the profession to help you understand where you stand and where to focus your job search.

Do I need a degree and if so, in which subject area?

The vast majority of individuals who enter consultancy are graduates. They come from all disciplines – it is not necessary to have a business-related degree. It is advisable to take subjects that you will enjoy and at which you excel. The majority of firms ask for at least a 2:1 degree. With A levels, we recommend at least three Bs – although some recruiters will ask for three As – and all candidates will need Maths and English GCSEs with an A or B grade. However, a number of big consulting firms are now abolishing their entry requirements.

Many firms now place an increasing emphasis on individual behaviours and values, over traditional academic routes into a consultancy career. Pathways such as apprenticeships are an increasingly attractive alternative.

What are employers looking for?

Beyond meeting any entry requirements, you will also need to display a wide range of personal qualities. A consultant must possess the following traits:

- **Integrity:** your clients' needs come first
- **An analytical mind:** every problem must have a solution
- **Clarity of expression:** both verbally and in writing
- **Empathy:** the ability to recognise another person's point of view, although not necessarily agreeing with it.

Employers will also be looking for someone with a demonstrable passion and determination to enter the profession. Take a look at potential employers and find out more from them; do you share their values and do they offer the opportunities you seek?

How will they develop you and support you in your career? Finding an employer that fits your demands is essential in gaining a strong foundation from which to build your career. Find out more about key skills on page 24.

Should I train with a small, medium or large firm?

The choice is down to personal preference. A good indicator is how comfortable you feel during the interview. In larger firms, you tend to be placed within particular business sectors, whereas in smaller firms you would gain more general practice experience. Do as much research as possible into what a firm does and what career options it offers. Talk to the firms you are interested in and to people who have worked with them. There are several good sources of information on a career in consultancy, such as the Institute of Consulting website www.iconsulting.org.uk and the MCA website www.mca.org.uk

When should I apply?

Consultancy firms that recruit graduates tend to advertise their vacancies early in the autumn term, with many of them requiring candidates to apply by the end of the calendar year. A few will continue to recruit through to the summer, but given the competitiveness of the consultancy jobs market, we recommend that you make your application early.

You can find many leading recruiters in the directory at the back of this guide. Details of their current vacancies and deadlines can be found online at www.insidecareers.co.uk

You could also check with your campus careers service for details of which companies are visiting your university and when.

What happens after I join?

On joining a firm of management consultants, you will normally receive several months of induction and training whilst also being under the guidance of an experienced consultant. During the induction and training period, your diagnostic skills are developed as you build your understanding of the organisation's values and standards. Particular attention is drawn to clear writing and the ability to present thoughts and ideas effectively to clients. There will also be opportunities to provide additional training as required.

Although no organisational framework is common to all consultancies, most have established career structures for their staff, for example, progressing to responsibility for detailed day to day management of an assignment and later a team leader role in a multidiscipline assignment.

Many firms now place an increasing emphasis on individual behaviours and values, over traditional academic routes.

What is the application process like?

This will depend on the type of consulting organisation you join. Many hold open days for graduates to get a better understanding of the type of roles on offer and the organisational culture. This is a valuable way to gain insight into the organisation, though you are advised to spend some time researching potential employers as well.

The traditional application process including the submission of CV, covering letter/personal statement and interview still applies. However, in many cases you will be expected to undertake additional assessments and activities throughout the recruitment process. In all cases, employers will want to see who you really are and whether you are a good fit for their organisation. So they will do everything

they can to make the process simple, to offer you the best chance to demonstrate your passion, ability and personality.

Is there any opportunity to travel?

There will almost certainly be the opportunity to travel, as you will be expected to meet and work with clients at their offices. Depending on the nature of your client brief you may also need to travel internationally. Many large consultancies have global clients with business and production locations based all over the world. Opportunities will also most likely be available for you to work in your own organisation's overseas offices.

Will I receive any training/development opportunities?

Most consultancy firms provide both structured, formal training and development and individual development plans tailored to you and the organisation's specific needs. In searching for a suitable employer, consider the extent to which they can provide you with the experiences and training you seek.

When do you start specialising and is it easy to switch between specialisms?

This will really depend on the nature of the organisation you work for. Typically you would undertake two years of general consulting and advisory training before then specialising. However, those with more specific qualifications relevant to a particular area may specialise much sooner.

Some specialisms are closely related so your existing specialist skills will be transferable, enabling you to make a switch much easier. For a more distinctive switch of specialism you will need to undertake additional training and development. The Institute of Consulting provides a range of different courses and development opportunities to support consultants wishing to gain specialist skills and knowledge. ●

FINDING THE RIGHT JOB



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KEY CONSULTANCY SKILLS

What key skills do graduates need to impress future employers? Richard Stewart, founder of consultancy recruitment firm, Mindbench, advises on the competencies you need to possess in order to become a successful consultant. He discusses how to develop these skills as well as how to demonstrate them throughout the consultancy application process.

Do I need a degree?

Consulting firms all generally require candidates to hold a degree. Most do not specify which discipline a candidate must come from but they typically expect an upper second or a first class degree. Some consulting firms with a highly analytical focus prefer that candidates have a degree which is quantitative in nature such as engineering, maths or science.

Are there any other entry requirements?

Certain consulting firms require candidates to be fluent in particular foreign languages. This is because the scope of their work includes several countries and business proficiency in the local language helps to engage with clients. Consulting firms generally insist that a candidate is a UK or European national or has the right to work in the UK. Some of the larger firms are willing to sponsor individual work visas for candidates on a case by case basis.

What key skills are employers looking for?

Firms are looking for a blend of demonstrable competencies and attributes.

1. Logical thinking and problem solving

Firms need candidates who can structure a problem logically and come up with a reasoned solution with the available data points. They should also be able to create estimates where the data doesn't exist already.

2. Analytical capability

Most firms are looking for graduates with a high level of numeracy, who can think on their feet. It doesn't mean that they need advanced maths, but they do need to be able to do simple calculations quickly in their head without a calculator, and be able to 'sense check' the answer to know if it is reasonable given the circumstances.

3. Leadership

Consulting firms are looking for their consultants to take clients on what can be a difficult journey. They are also on an accelerated development path internally, which means that they will quickly be managing more junior members of staff. Employers therefore look for nascent leadership potential in their hires.

4. Ability to work well under pressure

Consulting work can be unpredictable and is often situated far away from the base office at a client's site. This can cause pressures beyond most industry roles, which are usually at a fixed location.

5. Communication skills

Consulting firms work across sectors and at different levels of an organisation. They may require consultants to work on the factory floor or in the boardroom. Employers therefore need consultants who can interface well with different audiences and have a clear communication style, building trust easily.

6. Technical skills

Some consulting firms require an advanced level of data modelling skills. This could involve advanced Excel, VBA or SQL. For consulting work which involves implementation, programming languages such as C# or mobile, and big data languages such as Hadoop and Python are becoming more popular as well.

How can I develop these skills?

The best way to demonstrate these skills is through undertaking internships at consulting firms. This will show that the candidate has a clear interest in the profession whilst simultaneously testing out capability. Internships at blue chip industry firms and extracurricular activities which demonstrate

initiative and involve team based work, such as running sports events or charities, are also useful. Technical skills can be learned through courses at university, and can be taken further through

internships and business start-ups. Relevant experience can also be gained on problem solving and logical thinking by undertaking appropriate case study review.

How can I demonstrate these skills within an application/interview?

In the CV and cover letter there is normally space to summarise any relevant skills. Some online application forms will also ask for information on these areas. One stage of the interview process will normally focus on competencies; candidates should thoroughly research employers beforehand to find out what specific competencies they expect

candidates to hold. The skills will typically be tested out as well through case study interviews and sometimes also through maths tests, technical tests and group exercises.

Any other advice?

Don't just apply to the major firms – search for the smaller consulting firms on the internet, particularly looking at those that work in the sectors and functional areas that most interest you. You can also find many of the smaller firms listed on the MCA's website as members. Speak to alumni who have worked at the firms to find out more about what it is really like to work there. If you are working with recruiters, check for any information they have on the interview process and what the specific skills and aptitudes the firm wants you to demonstrate during the interview are. ●



Richard Stewart is the founder of Mindbench, an award-winning specialist recruitment firm for the management consultancy sector globally. Take a look at their website for new graduate roles which are coming live: www.mindbench.com



THE APPLICATION PROCESS

You have the skills and education you need, so what next? Your application is your chance to sell yourself to a potential employer and prove why you are perfect for the job. Read our article to find out what consultancy employers are looking for and what key information you should always provide.

The first hurdle to getting a job in consulting is the application process. Many employers make things a little easier by providing information on their application process and what you can expect at each stage, so check out the company website before you start your preparations.

The first stage of the process can vary. Some companies, such as PwC, KPMG, Deloitte and Hymans Robertson will ask you to complete an online application form. Alternatively, you may be asked to submit your CV and covering letter online, as is the case with BCG, CHP Consulting, McKinsey and Marakon.

Application forms

Application forms are particularly popular amongst the larger consultancy firms, as they allow prospective employers to specify and structure the information they're given in your application. You may find you are still asked to submit your CV alongside an application form, which discourages candidates from simply replicating information word-for-word from their CV.

All application forms are likely to ask slightly different things, however there are some questions that you can expect to crop up throughout your job search.

1. Why do you want to work for us?
2. What does consulting involve? What do you think makes a good consultant?
3. Give an example of when you have shown leadership or been particularly persuasive.
4. What are your strengths and weaknesses?
5. Give an example of an achievement you're particularly proud of.
6. Give an example of when you have used your problem solving abilities.

7. What have you learned from previous jobs/work experience?
8. Do you have any additional skills, such as IT or languages?

Take your time when filling out application forms and make sure you provide answers for all of the questions you are asked. When you have finished your application make sure you proofread what you have written and check your spelling and grammar. Finally, ensure any additional documents and attachments have been uploaded correctly and either print or save a copy of your answers for future reference.

Bringing out particular achievements from your work experience will demonstrate the skills you acquired, rather than simply stating them.

CV & covering letter

Your CV has one purpose and one purpose only – to sell you. A CV has a fairly standard layout with some small variations based on your qualifications and previous jobs. The five different areas a CV should include are:

- **Personal details** – your name and contact details.
- **Personal profile** – succinct details about your key skills, achievements and strengths.
- **Qualifications** – your degree title, class and university, followed by your A level results and GCSEs (or equivalents) in brief.



- **Professional experience and achievements** – job title, company name and dates with your achievements and short role description. List your most recent first.
- **General skills** – include IT and language skills alongside any relevant to the role. You may also want to include any extra-curricular activities at this point.

Always make sure you tailor your CV to bring out the skills and qualifications an employer is looking for. Often the company will make this explicit in the job description, but in general for consultancy applications, you should be looking to emphasise:

1. Any previous experience you have in a consultancy capacity
2. Your interest in business
3. Your communication skills and persuasiveness
4. Your leadership skills
5. Your problem solving abilities.

This is not something you should simply be stating in your personal profile – every part of your CV needs to back this up, including your hobbies, interests and other qualifications.

Bringing out particular achievements from your work experience (for example, a sales target that you surpassed or any additional responsibility you were given) will demonstrate the skills you acquired from the experience, rather than simply stating them.

As a recent graduate, the length of your CV should be no longer than two A4 pages. Remember that your CV will be given on average between 30-60 seconds of attention, so make sure you keep it concise and highlight your key skills.

Be social media savvy

Your online activity is now an important part of the application process. LinkedIn is an excellent way to promote yourself and your skills outside of your CV. Update your LinkedIn page so it includes all of your relevant experience and qualifications; if you have done any work experience, then contact the person you worked for and ask if they would be willing to endorse your skills.

Employers are increasingly turning to social media to find out more about candidates.

Google yourself and see what comes up. Remember to regularly edit your privacy settings in Facebook, or better yet, edit your profile and pages to ensure they reflect an image you would want a potential employer to see. ●

CONSULTANCY ASSESSMENTS

Assessments are a common part of the consultancy recruitment process and many students are uncertain of what to expect from them. From online tests to assessment centres, we take a look at the types of test you may face and explain their purpose.

In the consultancy recruitment process, assessments are common. They can take the form of online tests, an assessment centre or both. While these tests can seem very daunting, it is important to remember that they are not put in place to trip you up. Companies use assessments as a way of seeing what you can do and how capable you are.

Online tests

Online testing usually happens near the beginning of the consultancy application process, after the application form has been submitted. Some of the consultancy firms that ask you to complete online tests before an interview include PwC, Deloitte and Bain & Company.

Make sure that you have given yourself enough time to complete the test, that you have any suggested equipment and that you have asked friends or family to avoid disturbing you while you are taking the tests.

**Gillian Bray, HR Manager
at CHP Consulting tells us her
top tip for interviews:**

Show that you truly understand the company you are applying to. Memorising the website then repeating parrot fashion is no good. A great candidate can talk about what the business does, where it is going and how it is a great career prospect, drawing on different references such as press releases or white papers. This is the kind of preparation that will make you stand out above other candidates.

Occasionally companies will ask you to visit their offices to complete tests; these could be in either a written or on-screen format. Written tests are used by Hymans Robertson, McKinsey and Nera. PwC asks candidates to complete their online tests before and during the interview process.

Here we will look at the three types of test that are usually used by consultancy firms. You may take all or only some of these tests and they may be sent to you in a different order. The same tests are sometimes used in assessment centres.

Personality tests

These are used to identify the key aspects of a candidate's character, their personal characteristics and personality traits. They help employers to see how well a candidate will fit in to the company framework and give an insight into their behaviour and level of competence. Hymans Robertson and PwC both employ personality questionnaires.

Verbal reasoning tests

Verbal reasoning tests assess your ability to understand written information and make logical conclusions. They are used for consultancy assessments as it is important for a consultant to be able to interpret and understand written information. Verbal reasoning tests usually involve a written passage followed by a statement. You must then decide if the statement is true, false or not possible to say without further information. These tests are used by PwC and KPMG.

Numerical reasoning tests

Numerical reasoning tests are the most popular online test amongst consultancy firms. They measure your numerical potential

and your ability to work with data rather than your learned mathematical knowledge. This is because, while qualifications like your degree or A level results show your hard work and ability to learn facts, they may not reflect how well you will actually perform in the workplace. Some firms will also test numeracy in the case study interview. These tests may cover extracting information from graphs, rates of growth and ratio and percentages.

While it is not possible for you to know the questions in advance, you can attempt practice tests online.

Preparation for online tests

The scariest part of online testing for the majority of people is not knowing what to expect in each test. While it is not possible for you to know the questions in advance, you can attempt practice tests online. This will help you to get used to the format of the questions, the types of questions you may be asked and the amount of time you will have. Tests vary across different companies, but if you can start with a good idea of what is to be expected, you will find yourself more likely to succeed. On the Inside Careers website there are a range of practice tests for you to take.

Assessment centres

These centres allow companies to assess a candidate's ability and evaluate the skills they could bring to the organisation. Evaluations at assessment centres last between 1-2 days and take place following the first round of interviews and before the final selection.

What is involved?

At assessment centres there will be a range of tasks which you shall be expected to complete. Activities are usually made up of a combination of aptitude tests, group and individual exercises, presentations and interviews. Some of the tests will examine your skills and knowledge of a particular area, while others will be looking at how you interact with others and work in a group environment.

Group exercises

Group tasks often worry candidates the most. The main concern here is knowing what you're being assessed on. Working well with the others in the group whilst you are competing with them for the position can leave candidates unsure of how to behave.

Group exercises can vary in topic, with some directly related to consultancy and others based on solving a business problem or even



a simple unrelated task. They do however have one common theme: they are assessing how well you work with and interact within the group. Firms want to see evidence of your team working and communication skills, as well as problem solving skills and determination or drive.

In-tray exercises

In this individual task you are set up on a computer with a fictitious email address. You will have to work your way through various queries in your inbox and deal with them accordingly.

These exercises are looking to assess your decision making, problem solving, organisational and interpersonal skills. Your attention to detail and time management will also be noted.

Presentations

You may be asked to prepare a short presentation either before your assessment centre or when you arrive to present on the day. Topics for these presentations can vary from the typical 'why would you like to work for us?' through to specific topic or consultancy related questions.

The audience may vary for your presentation; it could be the other assessment centre participants or senior staff at the company. If you are present for other candidates'

presentations, make sure you are attentive and polite: remember, you are still being observed by assessors even when you're not presenting. Regardless of who you are presenting to, make sure you remain confident and professional throughout.

Firms are looking for you to display strong communication skills, enthusiasm, confidence and a genuine interest in the topic. Depending on the topic you may also need to show a sense of commercial awareness and the ability to identify key information.

Interviews

Depending on the company, interviews may take place during, after, or instead of assessment days. Often held with a senior consultant these interviews are largely competency based. Be sure to remain polite and professional but allow the interviewer to get to know you. While you may be the one being interviewed, you will be given a chance to ask any questions you might have; prepare yourself with a couple of strong questions about the company or their culture to show your interest. Remember, the application process is as much a process to help you choose your employer as it for the companies to choose you.

Read on for more information on how to handle interview case studies. ●

Jessie Lemieux, Recruiting Specialist at Bain & Company tell us what does and doesn't impress interviewers:

Impressive: It's impressive to meet a focused candidate who has clearly thought through why they are interested in this career, what they can offer us, what Bain can offer them – and one who is well prepared and structured in their responses. It's also impressive when a candidate consistently applies common sense to the numerical answers they come up with. Without the interviewer prompting them, great candidates ask themselves 'does that number make any sense given what I know?' and either justify or revise the number on that basis.

Not so impressive: The worst thing to do is ramble. If, halfway through an answer, you've forgotten the question, clarify with the interviewer rather than trying to wriggle out of it. Also, look the part – casual clothes are a no!

CASE STUDY INTERVIEWS

The interview process can be a very daunting experience. What questions will you be asked? What is a case study and how do you solve them? BCG explain the process and provide us with some tips on how to succeed in a case interview.

The interview process is a dialogue aimed at getting to know you personally, learning more about your analytical capabilities and also introducing you to the company, the people and the work. You are assessed on your ability to listen, communicate effectively and present yourself with tact, energy, and persuasiveness.

The interviewer looks for intellectual curiosity and creative thinking. And sometimes, they just want to find out what it would be like to spend a week on the road with you, working together on a client project. Interviewers value a sense of humour and a bit of 'sparkle' in your personality.

Most interviews are divided into three parts: personal background, consideration of a case study, and an opportunity for the applicant to ask questions.

Personal background

During the interview, the interviewer wants to find out more about you and how you would fit in the company. For example, you might be asked to describe ways you have been able to make an impact in a team environment. You could be asked to describe a time when you were able to overcome obstacles, persuading others to go along with a decision that they had initially resisted. The interviewer may simply be curious to hear your motivation for choosing to pursue a career with the company.

Case study

The case study gives you an opportunity to demonstrate your problem-solving skills. Because the case is likely based on a real client project your interviewer has worked on, you will gain a unique insight into what consulting is like. The case study will feature a business problem that you will seek to solve during the interview. It will not require extensive knowledge of

specific industries or processes and some cases have no right or wrong answers. Your questions and thought processes are more important than coming up with an actual solution.

Questions and answers

The interview is your chance to ask questions about working in a firm or your interviewer's personal experience. It is an opportunity for you to get to know the people and the culture of the company. Come prepared with a handful of questions that matter to you, and your interviewer will make every effort to answer them.

Preparation for the case study

To prepare for the case study discussion, you can review some practice cases from the BCG website. These examples will give you an idea of what to expect in the case study portion of the interview. You can also practice using BCG interactive online case.

On the day of the interview, relax and be yourself. While there are no set rules on how to solve a case study, you will find below some advice that can help you succeed.

Listen to the interviewer and ask questions

The interviewer will begin by laying out the problem. You should take time to align your thinking, ask clarifying questions, and communicate your line of reasoning to your interviewer. The interviewer will also give you hints and help along the way, so don't be afraid to take notes.

Structure the problem and form a framework

Take a moment to think about the case to gain perspective. Putting together a structure and a framework will help you clarify each step and enable you to identify the analysis you may want to perform to reach a solution.



Think before speaking

Take some time to organise your ideas; don't jump too fast to conclusions.

Focus on high-impact issues

Concentrate on the issues that will really make a difference and create value for your 'client', but make sure that you explain the reasons behind your choices.

Generate a hypothesis and explore options creatively

Make suggestions on how to solve the key issues you have identified. The interviewer will be looking for the same things a client would expect when working with a consulting firm – innovative approaches that can change the rules of the game and creation of lasting competitive advantage.

Demonstrate business judgment

Given that there is limited information available, the interviewer will ask you probing questions about your comments, hypotheses, or conclusions to test your capability to use your judgment.

Make quick and accurate calculations

At some point, the interviewer may ask you to make some simple calculations. Rather than testing computational skill, this is meant to see if you can use numbers to quickly form opinions and guide decisions. Your calculations should be accurate and integrated into what you have discovered so far.

Synthesise your thoughts and draw conclusions from your analysis

At the end of the interview, you should summarise the key hypotheses and options you have developed. Then, conclude with your recommended solution to the client's problem.

Don't rush into the analysis without developing an understanding of the problem

During the discussion, the interviewer will work with you to organise your thoughts and steer you towards a solution. Don't be afraid to ask questions that check your understanding.

Don't panic if the answer is not apparent

There is no right or wrong answer in our interviews, and you are not expected to know everything about business. The objective of the interview is for the interviewer to learn about your approach to solving business problems, so remember to discuss your line of thought with them.

Don't defend your solution at all costs

If the interviewer challenges the solution you propose, don't go on the defensive. Acknowledge the possibility that the interviewer has brought up a relevant perspective that you had not considered and re-examine your thinking accordingly.

Don't internalise your thought process

The interview should be a dialogue between you and the interviewer, so make sure you communicate your logic and underlying assumptions.

One last piece of advice: be yourself and have fun discussing the case. If you find this conversation exciting and entertaining, you'll likely enjoy being a consultant. ●

This article was contributed by staff at BCG.

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SEEKING & SECURING WORK EXPERIENCE

Work experience is an important factor in helping graduates to get the job they want. As competition in the current job market toughens, employers are looking for graduates who are able to show they have applied their academic skills in a commercial environment – a degree is no longer enough.

What are the benefits?

If you want to bag a graduate role, the chances are that you will need to have completed some kind of professional work experience. As a graduate recruiter for a consulting firm, I read 1,000s of applications and this is something I look for when screening CVs. If a candidate doesn't have work experience, it would be rare for them to make the shortlist for a graduate role. Not having work experience will really limit how effective your answers will be in a graduate interview; involvement in societies and paid work in bars/restaurants etc. can only take you so far. If you don't know what career you're interested in, work experience will help you to figure this out, even if it means you're just discounting what you *don't* want to do. It also means you'll have been through an assessment process and will have learned valuable lessons which you can put to good use in your interviews for a graduate role.

What typical duties do interns carry out?

As a consultant, the tasks, team size, project length and location all vary considerably from one project to another, so it's always difficult to give specific details about what you'll be doing – it will depend on what projects are going on at the time of your internship. You might find yourself working on an internal project, or you might get involved in client work with responsibilities such as analysing data, doing research or making presentations.

Whatever task you're asked to turn your hand to, whether admin based or an exciting client-facing task which really tests you, make sure you approach everything with equal enthusiasm. Proving you can you do simple tasks will often lead to greater responsibility.

When to start looking

Some large organisations offer work placements for first years but most will offer opportunities for those in their penultimate year. These roles will usually be advertised from August/September and will often be filled by December, so it's worth doing your research in your first year and being ready to go with your applications at the start of your penultimate year. The table at the back of this guide is a useful tool to see when recruiters close their applications, as is the Deadlines Calendar at www.insidecareers.co.uk

Deciding where to apply

There's a huge amount of information out there to help you to decide where to apply. Careers fairs, graduate websites and publications and employer events are all useful sources of information. Make sure you avoid the



scattergun approach and whittle your list down to under ten applications. If you find yourself struggling to articulate why you want to work for a specific firm, take them off your list!

The application process – any advice?

Recruiters understand that you're probably using your internship to help you decide if consulting is the right career for you, and it's fine to say that this is the case. But you will be expected to have a reasonable understanding of the role of a consultant and to have done your research on the organisation you've applied to. Avoid giving the impression that you're just 'giving it a go' without much thought into whether it's right for you.

Most firms will give advice about what they're looking for in applications on their careers pages; make sure you read this. We recommend that you only apply for one role at a time, but significant numbers ignore this advice and submit multiple applications; these applications aren't usually successful.

The best applications are those which show some research into the role and organisation, are well written and have been proofread; don't be one of the many who are rejected because you haven't updated your cover letter and have referred to the company with the wrong name!

Relevant work experience

Don't panic if you want to get into consulting but haven't done work experience with a consulting firm. Your work experience doesn't necessarily have to be with the same kind of organisation, or even in the same industry, as the graduate role you ultimately apply for. What work experience shows a recruiter is that you're making an effort to figure out what kind of career interests you. I like speaking to candidates who can talk me through how they've discovered that a career as a consultant is right for them after discounting other options. For instance, the financial sector offers a huge number of internships and a lot of candidates will have done some kind of banking internship. At interview you'll be able to say, 'I enjoyed my internship at []; I really built on my understanding of the commercial

world, but ultimately I'd prefer a role where I can see a tangible outcome and I think I'd find this in consulting'. If you don't have relevant work experience, make sure you meet with consulting firms when they visit your university. You'll need to make sure you can demonstrate that you understand what consulting's about; the highs and lows of the role, and the challenges you'll face.

Before an internship

You'll often secure your internship months in advance, which gives you lots of time to prepare. It's a good idea to keep up to date with the organisation you're joining by following them on social media, or you could setup a Google alert so you're aware of any developments in the news. Building your commercial awareness by reading journals and newspapers like *The Economist* and *The Financial Times* and following consultant blogs can also be useful. Make sure you also brush up your PowerPoint and Excel skills as you'll be able to be more effective if you are proficient/advanced in both of these.

Make the most of the internship

We use our internships to find our future talent and if an intern impresses us we fast track them through our graduate recruitment process. Switching from student mode to a professional environment can be hard but it's an important adjustment to try to make if you want to turn the internship into a graduate role. Professionalism involves meeting deadlines, showing enthusiasm, using your initiative, asking for feedback (and taking it on board) and networking with your colleagues. You might find it challenging at first but don't give up; even if it isn't the right role for you there might be another part of the organisation that you're better suited to. Don't be afraid to reach out to people to find out about their background and about the role they do. ●

Amelia Scott is the graduate recruitment manager at PA Consulting, an employee-owned firm specialising in management and IT consulting, technology and innovation. PA recruits summer interns, industrial placement students and graduates. For more information and advice check out www.facebook.com/PAConsultingCareersGrads

STRATEGY CONSULTING SUMMER INTERN

– PwC

NAME	Doug Sexton
LOCATION	London
UNIVERSITY	Oxford
DEGREE	Chemistry
PLACEMENT TYPE	Summer Internship



Why did you choose to do an internship with PwC?

It seemed like a great opportunity to experience the business world before attempting to apply for jobs. I knew it would give me a feel for the company to see if I could imagine working there. It was also an invaluable experience and I'd be lying if I didn't admit that it was a really useful piece to put on my CV.

You may not be doing a business/economics degree but don't worry, you aren't expected to turn up an expert in the world of business – an ability to think through problems logically is far more important.

How did it tie in with your overall career plans?

With my degree being in chemistry, it gave me a great opportunity to experience what working in a professional environment is like and learn a lot more about the world of business.

What was the application process like?

The application process was a really good experience. It was very streamlined and mostly enjoyable (unfortunately there are the obligatory online tests). The assessment days were really great with as much focus on the interviewees seeing if PwC was a good fit for them as PwC seeing if the interviewees were right for the role.

What attracted you to your role?

The opportunity to work across a breadth of industries on short projects. It gives you a great opportunity to learn a lot about business in a short space of time, which was ideal for someone like me who had little practical experience.

What were your main duties?

As interns, we were essentially treated as associates would be upon joining the organisation. Over the eight weeks, I worked on 3-4 projects alongside a few other pieces of work. It was a great experience and gave me an unrivalled insight into what life as a full time associate would be like.

What were the most important things you learned from the internship?

I gained a comfort with new challenges and a willingness to give things a go. Maybe it's a bit of a cliché, but because you become

part of the team so quickly after training, you are somewhat thrown in the deep end and it makes you much more comfortable with being in that situation further down the line.

Do you have any advice for someone seeking an internship?

Definitely make the effort to go to the recruitment events; they give you much more insight into the business than a web page can. Practice talking about businesses that interest you and thinking through how they work and earn revenue. It sounds simple but an ability to articulate basic concepts like that will help hugely for interviews. Finally, don't be intimidated by what other applicants have done or the experiences on their CV. You may not be doing a business/economics degree but don't worry, you aren't expected to turn up an expert in the world of business – an ability to think through problems logically is far more important.

What skills did you acquire or improve during your internship?

I acquired a grounding in major technical skills that I use day to day in my current role (e.g. interviewing, research, some of the analysis we do etc.).

Also, there was a huge learning curve on the business acumen side of things. An ability to identify the key points to a business or market, key opportunities and risks is something you end up practicing a lot. ●

SUMMER INTERN – OLIVER WYMAN

NAME	Dawn Kelly
LOCATION	London/Dublin
UNIVERSITY	Cambridge
DEGREE	Natural Sciences
PLACEMENT TYPE	Summer Internship



If I was no longer going to win a Nobel Prize, what on earth was I going to do with the rest of my life? I was certain after my internship that I wanted to work in consulting (and preferably with Oliver Wyman!).

It's true: management consulting seems a far cry from cell biology, but it can certainly be just as fascinating and intellectually stimulating. And it is definitely more sociable! As with science, a lot of a consultant's time is filled with hypothesising, researching and analysing in order to fulfil a curiosity, find an answer, or discover solutions to problems. The rest of the job involves discussing these processes and presenting these findings to the clients.

Why did you choose to do an internship?

Biology had always been a passion of mine, and I had never been very business-minded. However, I quickly learned from my degree that whilst science could satisfy my intellectual curiosity, there were many factors important for my future career that it could never fulfil. Namely, I am very short-term goal orientated, I love learning new and varied things and, most poignantly, I am a social creature. Consulting seemed to contain everything on my wish list and I wanted to test it out.

What was the application process like?

Surprisingly, the application process was very enjoyable. Once I completed the initial application and numerical/verbal reasoning tests, there was a half day of interviews at the Oliver Wyman offices in Baker Street, London, consisting of one CV interview and three case studies.

The interviews were very stimulating, if somewhat eccentric in nature (I was invited to solve the pirate's dilemma, as seen in the film *Pirates of the Caribbean*). They were designed to allow you to demonstrate how you think through problems, rather than how much business knowledge you have – perfect for a self-professed business-novice like myself.

The interviewers were a mixture of junior and very senior members of the firm. Everyone made me feel relaxed, helped me work through the problems and were genuinely interested in me and what I had to say. The whole process was very quick and once the offer came through we were invited to attend an 'offeree' dinner, where we got the opportunity to meet our potential fellow interns and more members of the firm, as well as ask questions about the job and life working for Oliver Wyman.

What were your main duties?

An intense week of training and socialising kick started the internship. Sessions covered everything from Oliver Wyman itself to the basics of Excel; from how to log onto your laptop to the famed Friday Happy Hour. The evenings were filled with events designed to help us get to know our fellow interns and have the chance to meet as many Oliver Wyman employees as possible. It really was a great introduction to the busy and fast-paced life of a consultant as well as the very social, active and inclusive culture at the firm.

Post-training we went right into the work, each being placed on a project team. This is where each intern's story will be unique; every team and every project was different. Some teams were very small (as mine was, with only three of us) and some were quite large (think taking over an entire floor of a client's building!). The content ranged from the future strategy of an investment bank to the pricing and placement of items in supermarkets, or even the safety systems on oil rigs. Everyone I shared my internship with had a completely unique experience and acquired a different set of skills, which illustrated the truly varied and diverse nature of a career in consulting.

Excitingly, I was assigned to a Dublin project where I worked with a team from Zurich from Monday to Thursday, and spent Fridays in the London office. The project was a rare and interesting intermediation between a large global custodian and the Central Bank of Ireland (CBI) which focused on risk – a hot topic in post-credit-crunch Europe. We evaluated the business plan of our client in order to best advise the CBI on how to regulate the new business.

My role included owning the 'operations risk' section and, being the only native English speaker, overseeing the writing of the final report. I had to know the business plan inside out as well as the relevant banking regulations. It was my job to identify and assess the potential operational risks associated with the business and to propose practical solutions that would enable the client and the CBI to monitor these risks (I promise you, it was more engaging than it sounds on paper). I then created slides to communicate this information during our presentations.

I participated in every single client meeting (including with the client CEO and the Head of the CBI) right from the word go. By the end of it, I was even contributing by asking or answering questions. This terrified me at first. And, I'll admit, I was still pretty terrified at the end!

The learning curve was steep. But the volume and complexity of the knowledge I gained on the project was unbelievable. The sense of achievement that followed was one of the many things that made me sure I wanted to pursue a career in consulting.

Do you have any advice for someone seeking a consultancy internship?

If you're looking for an easy ride, don't choose consulting. Consulting, and Oliver Wyman, will push you. Push you to learn more than you thought you could, push you to take on responsibility greater than you thought you could, and push you to grow and improve faster than you thought you could. It can be intense at times, and there can be long hours. It can be frustrating or exhausting too. But it could not be more rewarding. If you want a challenging career, and one where you see yourself evolving at warp-speed (the scientist is still buried within me), then consulting is for you.

When applying for an internship I would have a long, hard think about what it is you are really looking for. Are there particular industries that catch your interest? Do you want the greatest breadth of topics? Is travel pivotal for you? Once your wish-list is a little crisper, then start researching.

The learning curve was steep but the volume and complexity of the knowledge I gained on the project was unbelievable.

Use company websites to really dig into the culture of the firm, the sorts of projects they work on, the industries they are particularly strong in, the additional perks they offer. But most importantly, head out to their events and start talking to their employees. This truly is the best way to get a feel for a firm and to get your questions answered first-hand. Ultimately, the people you meet will be the people you work with: you want to make sure you like them!

Oh, and even if you haven't studied a business or economics degree, you can offer just as many skills and become just as good (I like to think better) of a consultant! ●

ASSOCIATE CONSULTANT – CREDO



NAME	Jessica Egan
LOCATION	London
UNIVERSITY	Cambridge
DEGREE	Natural Sciences with Management

My decision to become a consultant was driven by my inability to make up my mind as to what I wanted to do once I left university! My decision was eventually made when a friend suggested that I come along with her to a consultancy careers fair. I spoke to people from a few different consultancies and what first appealed to me was the intellectual challenge, project-based nature of consulting and the promise of early responsibility and fast progression. The opportunity to work across a wide range of sectors within many different types of organisations cemented consulting as my career of choice. Here was a job that actively encouraged me not to pursue just one job!

What first appealed to me was the intellectual challenge, project-based nature of consulting and the promise of early responsibility and fast progression.

Since joining Credo, my work has indeed been very varied. I've worked on projects in markets including healthcare, transport and IT software. I have even helped design the national asset management strategy for a Middle Eastern government, which is not something I could have imagined myself doing 18 months ago.

How did you get your job at Credo?

The application process was relatively straightforward. I submitted a CV and cover letter to Credo during their annual recruitment round before being invited to interview. There were two interview rounds, both involved a 'CV chat' style interview and a case study interview. Additionally, the first round had a maths test and the second round included a presentation to one of the Credo partners, followed by a discussion.

Advice for potential applicants

1. Practise case studies. You can find lots of guides and example case studies online, ranging from real-world business problems to more abstract questions. When I applied I practised a few case studies with friends and this really helped me to structure my thoughts and articulate my points when it came to interviews.
2. Start reading business news to build up your commercial awareness. This is something many consultancies test when interviewing candidates.
3. Think about how your experiences so far will make you a good consultant. When I applied I was worried that, because I had never done an internship in consulting or banking like many other applicants, I stood no chance. However, I had actually gained lots of valuable experience doing an internship at a science and education start-up. Giving thought in advance about how I could best represent this experience in my CV and interviews ensured I made the most of it.

What are your main duties?

My job varies a lot by project, but is mainly focused around research, analysis, and production of output materials. Depending on the project, there is often a significant amount of client interaction, which will increase as I become more senior.

On a typical case team of 4-5 people, there will be a partner who oversees the case, a manager responsible for day to day project progress, and 2-3 consultants and associate consultants, who conduct research and analysis.

Most of the projects I've worked on have been 4-5 weeks in length. Typical activities are conducting primary research (e.g. interviewing customers and market experts and developing surveys), conducting secondary research (e.g. finding and reading analyst reports and looking for market size estimates), building numerical models (e.g. a market size model) and analysing company financials and market trends. Towards the end of a project, I will then produce the output that will be presented to the client.

What kinds of projects have you been involved in so far?

I have been working as an associate consultant at Credo for the past year. During this time I have worked on a really broad range of projects, from a market strategy for a global car hire company, a commercial due diligence for a provider of mobile healthcare equipment, to a growth opportunity assessment in the exotic market of UK waste incineration.

The variety in the type of work done at Credo really appealed to me when applying. Trying to get underneath a new market in a short amount of time definitely has its challenges, but a year on I am amazed at the amount I have learned in such a short period of time.

What skills are useful in this profession?

1. **Problem solving skills** – When consultancies talk about problem solving skills, they mean the ability to understand a client problem, identify what questions need to be answered

to solve that problem, conduct the necessary research and analysis to answer those questions and thereby find a solution that best delivers value to the client. In a nutshell, this is what consulting is, and the ability to get from a problem to a solution is really important. You won't be expected to be able to do this when you interview for consulting jobs, but interviews will test whether you have the logical mind-set and analytical skills that are required to develop these skills.

2. **People skills** – These are often undervalued by more junior consultants but are crucial. In particular, being able to handle a difficult client situation (which thankfully does not happen too often) is much more about interpersonal skills than anything else.
3. **Mentality** – While not a skill as such, to enjoy being a consultant, you must also enjoy being pushed out of your comfort zone.

Is it a 9-5 job?

Consulting isn't a 9-5 job; since projects are delivered to a client deadline we sometimes work late. How often this occurs, and to what extent, varies significantly by project.

Having said that, when I am on a project, most of the time I will have left the office by seven (after starting at nine). Towards the final week before a deadline, the hours are usually longer. It's worth mentioning that, in my experience, there isn't much of a face-time culture in consulting. When I have completed my work, I am encouraged to leave the office.

When not on a project, my hours are 9-5, and this time is typically spent working on business development activities or internal initiatives. ●

ASSOCIATE CONSULTANT – BAIN & COMPANY



NAME	Shazia Mohamed
LOCATION	London
UNIVERSITY	LSE
DEGREE	Economics

I'm an Associate Consultant at Bain having joined the London office in October 2014 as a graduate. I couldn't have asked for a better place to begin my career, with Bain's focus on professional development, diverse client base and drive for results. Since joining, I have worked across a range of industries solving varied business problems; from working closely with the CEO of a major beer and spirits company on the best way to design their organisation to support their strategy, to helping a company redefine their strategy under new regulation in the payments industry.

What did you study?

I studied Economics at LSE, but what you have studied isn't important. One of the great things about Bain is that everyone comes from different backgrounds. Bain hires exceptional graduates and postgraduates from any degree discipline or university. Some of my closest peers studied English Literature at Warwick and History at Trinity College. The training and coaching at Bain provides all the skills and support needed to excel as a consultant.

Why did you choose consulting and Bain?

I think the most attractive aspect of the job for me is the diversity of the career – in terms of the industries you work in, the people you interact with and the actual work you do. I was also drawn to the fact I could really have an impact in the work I do. Consultants find out what is going wrong at the heart of a business and fix it – basically like a doctor for businesses! Due to the high profile nature of

our clients, the work we do ultimately shapes an industry's future landscape and the potential to do that gets me out of bed every day.

Bain has been a great place to begin my career, specifically thanks to the client results focus, the various flexibility options available and the dedication to professional development. The work carried out by Bain is guided by their True North principles: working as one team with a commitment to aligning with clients to produce unprecedented results with measurable impact. Throughout my time at Bain, I have seen these principles in action – every piece of work I have done has contributed to results for the client. The exposure I have received with the clients has also been amazing, for example, I was given the opportunity to present a model to the CFO of a major payments company less than a year into my career.

I was also attracted to the flexibility options at Bain, due to its global presence. Whether it be experiencing another industry through an externship, learning more at business school or taking some time out to set up your own business, Bain caters to your needs and empowers you to reach your career goals. It is also easy to tap into the Bain alumni network, with information sessions and events.

Lastly, the focus on professional development at Bain is something that really appealed to me. This comprises of both the formal structures and training as well as the informal support provided.

When you start at Bain, you are given both a buddy and mentor who are your main support system and provide all the advice and guidance you want. As you begin working on projects, you build up a network of informal mentors either through the people on your projects, your peer group or those who sit around you! Everyone is so willing to lend a hand if you have a question or need some advice, you just need to ask!

With regards to training, there is both the formal training (with two weeks local training in London, an amazing ten day global training session in North America and ongoing training sessions throughout the year) as well as the informal on-the-job coaching, which in my opinion is the most important. The team you work with will be dedicated to ensuring you get the experience, exposure and support you need as you progress. I receive weekly feedback to ensure I always know how I am doing in terms of performance and where I should be focusing in order to keep improving.

What do you wish you'd known throughout the application and interview process?

The application process is as much a process to help you choose your employer as it for the companies to choose you – it is your chance to get to know people at each firm.

What is a typical day like?

One of the things that makes my job so exciting and interesting is how varied my role is. The way I spend my time can be split broadly into four areas of responsibility:

- Carrying out research/data collection
- Developing the answer
- Preparing client presentations
- Team events/professional development/extra 10%.

Carrying out research/data collection

This consists of working out what data is needed (usually with the help of my team) and then gathering it through various means such as speaking to clients, primary/secondary research, carrying out expert interviews etc. As the associate consultant, you will be the closest to the data and become the 'expert' – the data you are able to find ultimately cracks the case and so it is an important role to have.

Developing the answer

The work we do is hypothesis driven so, with my consultant, I will spend time developing an 'answer first' of what I think the outcome of the analysis will be. This helps keep me focused on proving/disproving the hypothesis with my analysis rather than getting lost in the detail or spending time on pieces of the data that are not critical to the outcome.

Due to the high profile nature of our clients, the work we do ultimately shapes an industry's future landscape and the potential to do that gets me out of bed every day.

Preparing client presentations

As important as it is to get the analysis correct, a large part of our job is to ensure we can communicate the findings to our clients. To do this, I will spend time preparing impactful presentations to be used for meetings, tailored to the audience.

Team events/professional development/extra 10%

Along with the usual team catch ups and weekly case team meetings you will have, Bain has a culture of encouraging case team events i.e. fun activities the team does together outside of case work to have fun together and build team spirit. In the past, I have been go-karting, played football and eaten delicious meals. You will also spend some time on professional development through weekly meetings with your consultant or training sessions.

Lastly, you may also join the various extra 10% initiatives at Bain e.g. Bain Social Impact, Recruiting, the Green Team. I have chosen to be involved with supporting our recruiting activities and am also part of the Bain Social Impact committee overseeing all the education initiatives (mentoring, tutoring etc.), which I find to be a very rewarding use of time. ●

BRAND CONSULTANT – PROPAGANDA



NAME	Cynthia Bell
LOCATION	Leeds
UNIVERSITY	York
DEGREE	MA in English and Related Literature

I work as a brand consultant, and as such, wear a series of hats. I am responsible for:

- **Insight generation** – getting to the heart of what an audience wants and translating this insight into a unique service or product.
- **Creative direction** – using market and audience insight to brief, evaluate and drive a brand's creative identity.
- **Strategic direction** – developing brand strategies that inform all areas of a business and set the roadmap for how clients will achieve their objectives.

Consultancy is diverse, surprising and hugely rewarding. As a consultant at Propaganda, I have advised a telephony innovator, a business that sells sex toys and a specialist in waste management to name a few. The clients and sectors are different, but one thing is constant: they all face a significant business challenge. And they all want transformational change.

So, how do you achieve transformational change? Below are examples of key projects I worked on during my first 18 months as a consultant.

Project 1 – ReFood

Challenge – ReFood recycles food waste and transforms it into an energy source, which is sold to the National Grid. The business was set to expand, increasing recycling capacity by over 500%, but it also had an achilles heel, namely, the by-product of the process: digestate. Though digestate is rich in key nutrients for plant growth, its value wasn't

recognised by the agricultural industry and so ReFood needed to pay for disposal. ReFood was rapidly expanding and digestate disposal costs were set to grow six-fold. We needed to find a solution.

Process – We conducted a rigorous Discovery™ research programme, involving desk and primary research with a wide range of stakeholders from agriculture, science, academia, government and business. Digestate is a virgin industry, and I needed to fully understand the ecosystem, the market challenges and opportunities, before finding the answer.

Insight – The differentiator is clear – as a 100% sustainable fertiliser, created from an organic process, digestate 'closes the loop' and provides a fully sustainable alternative to mined and artificial fertilisers.

Solution – It was game-changing: to develop a first-to-market 'branded' organic fertiliser product called ReGrow.

Result – We launched the ReGrow brand to the agricultural market and the reception was overwhelmingly positive. Farmers, for the first time, recognised digestate as a valuable fertiliser instead of a waste by-product. Next, we plan to transform digestate into pellets, unlocking the lucrative organic fertiliser market. This is the industry 'silver bullet' and the output will be a sustainable, pelletised ReGrow product.

Project 2 – Ann Summers

Challenge – Ann Summers had always been at the forefront of the high street pleasure sector – in fact, in 1970, they created it. They had grown to a £100m business with over 140 stores; but in recent years, had lost their way. Competitor high street brands were stealing market share, footfall had dropped and Ann Summers was caught in a pattern of falling sales, but couldn't understand why. The challenge was to identify the role for Ann Summers in today's society by defining the target customer and getting to the heart of what they want. Ann Summers had created a forensic definition of who the Ann Summers customer is statistically – down to average bra and dress size – but they hadn't explored who the Ann Summers customer *could* be.

Process – We re-interpreted the research and developed target customer segmentation based on attitude, which widened the prospective audience base. Then to help us define the role for Ann Summers, we conducted primary research with a diverse audience. We needed women and men to talk frankly and openly about their sexual habits, behaviours and preferences. So we designed a research programme to encourage this: a series of mini focus groups comprised of two friendship pairs, accompanied shops with friends, and a number of one-to-one interviews.

Insight – I discovered that the role Ann Summers believed it had – to sexually empower and liberate women – was redundant; women are already sexually empowered. What they want now, is for Ann Summers to enhance their sexual pleasure, helping them to be more sensual, adventurous, confident and in control.

Solution – The insight drove the creative development of the Ann Summers brand. We created a vibrant, sexual and confident creative identity, and developed a series of strategic creative campaigns, which have been rolled out across Ann Summers' key stores.

Result – The creative and strategic approach has transformed the Ann Summers business. Its internal management structure and

business processes have been streamlined, sales improved 50%, and Ann Summers is now trading at a profit.

Project 3 – The Car People

Challenge – Historically, the car dealer owned the car buying process – customers would choose the car dealer first and the car second. This model brought The Car People success; they were expert at advising and converting customers once they had entered the car showroom. But retail shopping behaviour was changing, and consequently, The Car People's turnover had fallen by 13%. We needed to understand whether the traditional car-buying model was still fit for purpose.

Process – Working with The Car People, we conducted an extensive market audit, speaking with sales advisors, loyalist customers and prospective customers to understand their buying journey, their motivations and expectations.

Insight – The traditional car buying process has changed and the role of the dealership has shifted – customers choose the car they want before visiting a showroom. So the role of the car retailer had become one of fulfilment for pre-qualified customers.

Solution – We evolved The Car People business model, to ensure that they became relevant for customers across their entire car-buying journey, instead of solely at the fulfilment stage. We replicated the hassle-free showroom experience online, by re-purposing the website landing, search and product pages and placing emphasis on what customers will engage with first. We also evolved the in-store experience, developing Customer Research Hubs, where customers could review competitor, car review and national buying websites. The market audit highlighted the importance of aftercare, so we developed a branded 'Friends' loyalty programme, offering exclusive services, reminders and advice.

Result – The Car People transformed 13% decline in turnover to 17% growth, and with 98% of customers signing up to their 'Friends' programme, they have built a database of 30,000 opted-in and highly engaged loyalists. ●

MANAGEMENT CONSULTANT – CHAUCER



NAME	Chris Quinn
LOCATION	London
UNIVERSITY	Kent
DEGREE	MA in Critical Theory

Why did you choose a career in consultancy?

This is a supercharged industry – from research I knew that this wouldn't be a typical career; the variety of work and constant challenge to stay ahead of the curve were extremely alluring. What intrigued me was the prospect of being exposed to different industries, clients and problems, compounded by the possibility of travel.

You need to stay hungry – achieving a consistent harmony of understanding about the wider economic impacts of current affairs, technological capability and the softer aspects of working with, and influencing, people. This is an appealing mix that some industries simply cannot provide.

There is a requirement, more so in this industry than others, to stay ahead of the curve and relevant; this requires you to constantly adapt and change your skillset, assumptions and instinctive approaches to any given problem; it brings a certain pace to this type of work that I do not think can be found in many other industries. Working with Chaucer has delivered on all of my wants from a career in consultancy, especially the variety of assignments with both clients and our internal projects.

What is a typical day like for you?

Each role has its core activity set that is somewhat routine and this probably comprises around 50-60% of my time – the remainder is filled with the unexpected;

ad hoc requests from the client and overriding priorities that require immediate attention. Change is the only constant, and as consultants we must be adaptable and versatile enough to move with the demands of the client as well as their industry to deliver the greatest value.

Change is the only constant, and as consultants we must be adaptable and versatile enough to move with the demands of the client as well as their industry to deliver the greatest value.

What do you enjoy most about your job?

What I enjoy most is seeing our clients achieve their objectives as a result of the team effort we have put in for them. However, getting to this stage is quite a journey with many challenges along the way – it is the constant upward learning curve that keeps me engaged and stimulated and keeps it fun. Chaucer's unique delivery approach allows consultants to take almost full ownership of their work, which makes for a very entrepreneurial and progressive culture – this level of freedom makes the work highly engaging and enjoyable.

What would you like to achieve in the future?

Aside from continued exposure to different clients and industries, I would like to develop subject matter expertise and truly know a specific area as closely as I can – technology and the psychology of change at scale interests me greatly, these topics have strong links to strategy and transformation. Exposure to client and internal projects at Chaucer are giving me the opportunity to build the foundational knowledge in these areas before specialising.

What are the current challenges the industry faces?

All industries are being forced to meet the 'more for less mandate'; this is driving higher expectations from clients and stronger competition with regards to rates. Speed to value is a core strength of Chaucer; we have the agility, culture and knowledge management infrastructure to rally resources and experience behind problems, allowing us to deliver a great return on investment. Having the right knowledge management infrastructure in place, promoting a free and open exchange of tools, templates and experience, reduces the time it takes for us to solve problems and deliver value to the client.

Do you have any advice for someone wanting to get into the industry?

There are two key components needed to move into this industry: firstly, you need to leverage your network and be open minded enough to expand your search beyond the 'Big Four' – there are significant opportunities to blend entrepreneurship with management consulting, and Chaucer are a great example of this.

Secondly, you need to be prepared to embrace ambiguity, constant change and high expectations – so bring a tangible skillset in the kinds of tools that are used day to day in this industry and demonstrate a heightened acuity for economic and business context that matters to clients, while having an appreciation of the softer side of consulting (how to influence and manage your client across complex stakeholder landscapes). ●

HEAD OF CONSULTING FOR CLIENT GROUP – BAE SYSTEMS

With over 20 years' experience in Software Engineering for both the public and private sector, Mivy is an enterprise architect and the Head of Consulting for National Security within BAE Systems Applied Intelligence. She talks about her current responsibilities and her career path.

MIVY JAMES	
	
2013	Head of Consulting for National Security and Enterprise Architect BAE Systems Applied Intelligence
2005	Solution Architect – BAE Systems Applied Intelligence (fka Detica)
2002	Technical Architect and Technical Project Manager – Standard Life
1997	Technical Architect and Lead Developer – Cambridge Technology Partners (Novell)
1994	Lead Programmer – Data Sciences (IBM Global Services)

Why did you choose a career in the industry?

I started programming when I was nine as a hobby and thought it was great fun. I was really drawn to both the logical and creative skills needed to craft a working programme out of lines of code. I was naturally drawn to science and particularly maths at school so it wasn't a hard decision for me to choose Computer Science & Maths as my university degree. I graduated in 1994 from the University of Manchester and started my first proper job that September as an analyst/programmer, although I had found various programming jobs during my university summer holidays which were great experience.

What is a typical day like for you?

Each day can be different as I perform a number of responsibilities in any given week. For example, I can spend a day at a client site working with the project teams and clients to make sure we are doing the best we can to solve the client business problems. This draws on my enterprise architecture and delivery knowledge to really get under the skin of what the client's programme goals are.

I also do business development, shaping up the outline solutions for our clients and estimating the effort and skills required to deliver them.

My Head of Consulting role means that I do a fair amount of management such as strategy and career coaching. I actually thoroughly enjoy the pastoral care aspects of my job which isn't something I ever expected to do. There's something very thrilling about seeing someone that you work with develop.

As an added bonus responsibility, I'm quite active with our Diversity and Inclusion initiatives. I'm particularly passionate about encouraging more people into STEM careers.

What do you enjoy most about your job?

I really enjoy the variety and the challenge. I need to feel that I'm always learning something new. Working in technology I know that things never stand still so I don't get the chance to get bored.

What would you like to achieve in the future?

I've never actually planned my career in advance – I've always moved onto the next challenge which looks both interesting and important so I think I only ever look half a step ahead. I do know that I have invested over 20 years in being a technical consultant so I am unwilling to give up on using my technical skills. Right now I'm enjoying having the opportunity to be involved in client strategy as well as my own company's strategy although it can be challenging trying to fit everything in.

Having a passion for solving client problems and developing your own capability are the most important skills someone could have.

When I started out as analyst/programmer I didn't have any knowledge of the consulting industry let alone expect to have the sort of role that I currently hold. All I was interested in was designing the software and knowing up to date programming languages!

What are the current challenges the consultancy industry faces?

There is a huge shortage of skills – there just aren't enough people to go round. Every employer faces this problem and it seems to be getting worse. The lack of diversity in the industry is particularly concerning as whole demographics are not choosing this industry

– making the skills shortage worse and it's well proven that more diverse organisations outperform those with 'group think'. It's also a shame as it's a great career to be in – I don't daydream about doing anything else as I know I would soon get bored (although I must admit on a dark winter morning I do aspire to be living somewhere sunnier!).

Do you have any advice for someone wanting to get into the industry?

Please don't be put off by some of the negative stereotypes portrayed in the media. Careers in the digital industry are a far cry from 'The IT Crowd' and 'The Big Bang Theory'. It's also not essential to have a formal education in technology as the industry covers a really wide range of job roles such as business analysis, business change, project management and user experience as well as the more technically focused roles that you would expect, although it can help as there is a perennial shortage of developers.

Having a passion for solving client problems and developing your own capability are the most important skills someone could have. The ability to communicate clearly is an often overlooked attribute as sharing your ideas either with your own team or with the client is important to success. ●

MANAGEMENT CONSULTANT – MOORHOUSE

‘Standing in front of a room full of people, explaining how you think you can make their lives better is a pretty fantastic way to spend a day. In consulting, almost every day gives you that opportunity’ – Adam Lewis talks us through his consulting career and offers some advice for those considering the profession.

ADAM LEWIS



2015

Promoted to Senior Consultant

2013

Joined Moorhouse as a Junior Consultant and promoted to Consultant

2012

Promoted to Manager of Pricing Team

2010

Joined Motability Operations Graduate Programme

2008

Graduated from the University of Nottingham with a 2:1 in Politics

I started my career on the graduate programme of a leasing company; moving into a management role once the programme was complete. After two and a half years, wanting a faster paced, more varied role, I joined the first cohort of junior consultants at Moorhouse – a boutique transformation consultancy – and never looked back.

Since joining, I've delivered a series of projects at a Tier 1 investment bank; completed an advisory project in Germany for a pharmaceutical company; led a transformation programme in the heart of the NHS; ran a two day business development event for the firm; been trained in a wide range of consulting skills; delivered my own internal training programme; written published thought leadership; and mentored upcoming consultants.

There aren't many jobs where that kind of variety and opportunity are so readily available.

Why did you choose a career in consultancy?

A faster pace of work

I enjoyed my first job in industry, but over time realised that the days that I got home feeling genuinely excited were the days when things went catastrophically wrong and I had to spend my time running around trying to fix them. Each time my job went back to normal, I realised I was in the wrong industry.

Consulting didn't disappoint. Put simply, you spend your days with people who are dealing with enormous challenges, often need help very quickly, and you are given the platform to make the biggest possible impact. If you like being part of a team, problem solving continually and making a difference, the job is made for you.

Delivering in health

My current role is a great example. Our team is helping the NHS deliver a complex programme to ensure London health organisations have robust, strategic and financially sound plans in place to deliver healthcare for the next five years. It's a big job and, as the process is relatively new, it's extremely difficult to know what's coming more than a few weeks ahead. Cue post-it notes.

To plan for the programme we commandeered a disused room in the building, filled it with hundreds of post-it notes and have got a number of NHS teams working across six workstreams to deliver the changes required to rip the post-its down. There are myriad complexities, challenges at every stage and workshops on a weekly basis, but the satisfaction of progressing through each stage of the programme never diminishes.

If you want to test yourself in the most challenging environments, you'd be hard pushed to find a better career.

What do you enjoy most about your job?

Seeing the impact of what we do

Whilst there is an excitement to being in the thick of delivery, simply helping your client to manage their challenges is the most rewarding element of the job.

As an external you get to sit above the politics of a business so can often deliver messages or engage with people in a way that internal people can't. At my firm we focus on translating business strategies into deliverable pieces of work. So our ability to present – objectively – compelling visions for why things need to get done can often be the difference between our clients being able to kick start a project and not.

In fact, Moorhouse believes so firmly in the power of storytelling to engage and help clients that we have partnered with the Royal Academy of Dramatic Arts (RADA) to get trained by actors on how to engage, tell stories and present so that we can impact our clients even more.

Change at an investment bank

I saw the benefit of this directly with my client at a leading investment bank. Desperate to start a programme to change the operating model of their function, they were being blocked by two of the global teams who weren't buying into the change.

Using techniques I'd learned in a training session to visually map out the benefits of the change, we drew a cartoon vision for the future. The drawing was shared in a series of virtual workshops with the global teams and amazingly it very quickly helped us to alter their views.

Whether it was the creativity or just the influence of somebody external helping to explain the benefit of the plans, the vision was signed off and my client was able to move people into the next phase of the project. Six weeks later, the delivery element of the programme was signed off and the transformation is in full flow. Seeing the impact of our work together was a truly fantastic reward for the effort we put in.

If you want to test yourself in the most challenging environments, you'd be hard pushed to find a better career.

Any advice?

Get experience where you can

One of the greatest benefits of consulting is the training you get to be able to grow and deliver new kinds of work.

Therefore, you don't need all the skills in place before you join the industry. You just need to have the kind of experience that firms will be able to relate to: managing projects, dealing with multiple stakeholders, presenting information and persuading people with your arguments. There are a number of jobs and roles that will give you that experience.

My work at a summer camp whilst at university gave me a number of problem solving examples that helped in my interview. Similarly, the work on my graduate programme gave me the skills to talk about managing stakeholders and presenting information to senior members of the executive team. If it's relevant, it's valuable experience.

Once you make it into the industry, my advice is to dive in. Since joining my firm I have had a number of opportunities to try different sectors, business lines and consulting work and each time I've learned something new. Soak up any opportunity you can find until you find the area that you love. ●

SENIOR MANAGER, CONSULTING – DELOITTE



Mark is a Senior Manager in Deloitte's Strategy and Operations practice, and a leader within the Business Model Transformation team. He specialises in performance improvement and transformation within the media sector, including business model transformation, enterprise cost reduction, process re-engineering, organisational design and people transition.

MARK EPPS	
	
2016	Winner of the Times Award for Consultant of the Year at the 2016 MCA Awards
2015	Became Senior Manager at Deloitte
2010	Joined Deloitte as a Business Transformation Consultant
2008	Joined BT Global Services' Professional Services Graduate Scheme
2006	Graduated from Nottingham University Business School with a BA in Management Studies

Starting my career with BT Global Services gave me first-hand experience of business transformation and equipped me with both understanding and belief in operational improvement. I was at the heart of a major internal turnaround programme, assisting in the restructuring of 32,000 people globally and process change to enable significant cost reduction. This experience taught me an important lesson: you have to lead change with confidence and courage.

Performance improvement and business transformation cannot be done from the wings of an organisation; you have to be willing to roll up your sleeves and understand a client's individual challenges from the inside out, while bringing in external ideas and experience.

Recent projects

Since joining Deloitte in 2010, I have worked on some of the most complex and important business transformations across the media sector.

I led an international programme to identify significant savings across a major European triple-play provider's entire business model. Using financial analysis and applying my knowledge of UK and international broadcasters, I challenged established practices and overcame stakeholder resistance to identify cost-reduction opportunities totalling several hundred million euros in just 12 weeks.

I went on to champion several of these opportunities through to implementation and benefit realisation, which, as well as cost reduction, resulted in increased on-screen quality. Leading a small team and working closely with the client, I established a new Production and Creative Hub as a shared service. This service brought together a number of seemingly disparate small channel teams of editors and graphic designers. Enabled by new processes, enhanced collaboration and greater sharing of resources, this newly formed matrix structure is now operating at significantly lower costs and is delivering greater on screen creativity. ●

THE INSTITUTE & QUALIFICATIONS



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ABOUT THE INSTITUTE OF CONSULTING

The Institute of Consulting (IC) is the professional body for management consultants and advisers, responsible for the standards to which its members work.

The IC mission is to help develop and represent consultants whose services increase business effectiveness, in the UK and worldwide. It is responsible for setting professional standards of competence for members and supporting consultants to develop, through qualifications, awards and learning resources including its fantastic ConsultingDirect online portal. The Institute sets standards of ethics and professional conduct as well, through a code of conduct that every member signs up to.

Membership provides clients with the reassurance that you will put professional standards first in all that you do.

The IC is also unique in the UK in having authority to confer the Certified Management Consultant (CMC) award for competence in consultancy. This well-regarded international award demonstrates that a management consultant has strong consultancy skills, experience and professional integrity. The assessment is a challenging process which includes endorsement by client references. That helps CMCs stand out and demonstrates their competence to work in areas of consultancy in which they claim proficiency. The IC also provides members with updates on business opportunities and the ability to profile themselves on the National Consultants' Register.

Ultimately, IC membership provides the means for consultants and advisers to demonstrate that they work to high professional standards and have the necessary knowledge, skills and experience to competently execute assignments. This is a significant differentiator for consultants when meeting potential clients.

Joining the IC

Whether you're a sole practitioner or employed within a consultancy, membership of the Institute gives you the tools to succeed. Far more than just letters after your name, it's a comprehensive support system that stays with you throughout your career. Benefits of membership include:

- Evidence of your professionalism to clients
- Continuous route for your career development, from online CPD to a qualifications pathway
- A full programme of networking events, locally, nationally and online
- Support for your business development with a National Register and tender alerts
- Industry-leading online information services at your fingertips, including ConsultingDirect.

Becoming a member of the Institute

Anyone can join the IC and become a member. Your category of membership will depend on the blend of qualifications, skills and experience that you have. On joining you will have a clear pathway to progress your membership as your career and experience grows. You can find more information about IC membership and how it could help you develop your career as a consultant via the contact details below. ●

CONTACT

Institute of Consulting

3rd Floor, 77 Kingsway, London, WC2B 6SR
www.iconsulting.org.uk
0153 620 7307

PROFESSIONAL CONSULTANCY QUALIFICATIONS

Increasingly, people who buy consultancy are looking for assurances that the consultants they employ are appropriately qualified and adhere to high ethical and professional standards. This is done through professional qualifications, some of which are outlined below.

The IC offers a range of recognised qualifications for the business consulting profession that are awarded by the Chartered Management Institute. If you are looking to move into the profession, gain independent validation of your skills or wish to consolidate and embed your existing skills whilst networking with your peers, then membership of the IC is an important facet of your professional profile.

The IC has a number of professional qualifications from which to choose; the Level 5 in Professional Consulting; Level 5 Business Support, Level 7 in Professional Consulting, (all at Award, Certificate or Diploma), taking you from an introduction to consulting essentials through to the skills and competencies to become a consultant. In addition there is the Certified Management Consultant (CMC) accolade, an internationally-recognised award offered exclusively in the UK by the IC.

Whatever stage you are at in your career and whichever qualification you take you will:

- Learn the most up to date tools, techniques and skills
- Increase your marketability with clients and employers
- Network with your peers and leading training providers
- Be presented with new business opportunities
- Maximise your potential
- Develop alternative ways of thinking
- Gain added confidence
- Get access to student support resources, including the Body of Knowledge during the course and membership upgrade on completion.

Choosing your qualification

The **Level 5 in Professional Consulting** qualification gives an opportunity to gain an understanding in consulting essentials. It is intended for people who are considering a move into the profession from a functional discipline, or for those who wish to obtain an introduction to the skills and knowledge needed in the field of management consultancy.

As an aspiring management consultant, you will learn about:

- Consulting essentials
- Planning and managing consultancy interventions
- The client relationship
- Communication for consultants
- Problem solving tools and techniques for consultants.

There are no specific entry requirements for this qualification, but it is expected that most candidates are intending to enter into a management consulting role and will therefore be educated to degree level or hold a minimum of two years' business experience.

More experienced consultants should consider the **Level 7 Diploma in Professional Consulting** which will develop your knowledge, skills and behaviours to operate as a management consultant. It is intended for people who want to enter management consultancy from a functional discipline, or for those who wish to develop the skills and knowledge needed to operate in the field of management consultancy.

As a developing management consultant, you will learn about:

- Organisational structure and culture
- Entry and diagnosis
- Managing consultancy interventions
- Tools and techniques for effective consulting
- Group dynamics and facilitating skills
- Professional practice
- Professional development in consulting
- Managing the business of consulting
- Communicating strategies for consulting
- Strategic performance management
- Organisational direction
- Strategic project management
- Organisational change
- Leadership and coaching and mentoring skills.

It is recommended that candidates are educated to degree level or equivalent, or hold a minimum of five years' business experience.

The Certified Management Consultant (CMC) award is the mark of a competent and confident consultant.

The **Level 5 Qualification in Business Support** is also an introductory unit to business support that gives the learner a full understanding of the importance of communication and relationship building, understanding the business support process and the importance of how to conduct and develop oneself as a business support adviser.

Within the Diploma, IC have introduced units from CMI Management & Leadership and Coaching & Mentoring qualifications to give the learner the option to further develop their skills in the role of a business support adviser.

Both the Certificate and Diploma in Business Support are aimed at all business support professionals, whether you are considering embarking upon a career in this field or are

already a practising business adviser. Studying for these qualifications can be adapted to suit the individual's particular needs.

In order to obtain the certificate, candidates must complete the mandatory unit and at least two optional units to a minimum of 24 credits in total to achieve this qualification. Assessment for these units can include evidence drawn from observation of client contacts, candidate reflective accounts, professional discussion, oral and written questioning, testing and evidence from prior experience.

To obtain the Diploma, candidates must complete all mandatory units and one optional unit to a minimum of 45 credits in total and a 2,500-3,000 word work related project. There are no specific entry requirements for this qualification.

Units covered in the Certificate/Diploma in Business Support area

The BSC will cover the following units:

- Introduction to business support
- Develop effective business support relationships with clients
- Enable the client to analyse the business implement change
- Develop business support networks
- Reflective practice and development in business support
- Monitoring the business support service.

Optional units:

- Conducting a management project
- Marketing planning
- Operational risk management
- Organisational corporate social responsibility
- Introduction to management coaching and mentoring
- Management coaching and mentoring and the organisation
- Management coaching and mentoring skills
- Management coaching practice
- Management mentoring
- Management of action learning
- Managing the change process.

All qualifications can be completed at Award, Certificate or Diploma level.



The Certified Management Consultant award

The Certified Management Consultant (CMC) award is the mark of a competent and confident consultant. It is the only internationally portable consultancy award and is recognised in 67 countries. The IC is the only organisation in the UK who is able to award the CMC and is accredited to do so by the ICMCI. It provides a real differentiator that is recognised globally.

The CMC award is achieved by completing a competency-based assessment process supported by experienced assessors who assess the skills, knowledge and behaviours needed to be a successful consultant.

CMC is an independent endorsement mapped to professional standards and competences, that:

- Proves your ability to provide solutions to client business needs that create value.
- Demonstrates that you have the experience and knowledge to deliver impartial and professional interventions.
- Differentiates you as a consultant that delivers high quality services.
- Sets the standard for what is expected of preferred suppliers of consultancy services.
- Indicates to clients and peers that you have been independently verified against universally accepted standards for experienced business consultants.

CMC remains current and relevant through a three yearly recertification – providing proof of continued development and competence. ●

ABOUT THE MCA

The Management Consultancies Association (MCA) is the leading professional body for the UK management consultancy industry and many of the top practices in the UK belong to it. By promoting high standards and the true value of consultancy, the MCA is ensuring its members are an integral part of any successful business.

About the MCA

The MCA is the leading trade body for the UK's management consulting industry and comprises most of the country's top firms. It promotes high standards in the industry and in the contribution its members make to the economy.

Management consultants help take organisations further than they would go on their own. The MCA's member companies help create better leaders, better decisions and better delivery.

These companies represent two thirds of the UK consulting industry in fee income, estimated to be worth £5 billion in 2014, employ more than 40,000 consultants and work with every leading UK public and private organisation. They add real value and do amazing work.

The consulting industry

The UK consulting industry is extraordinarily diverse, and this is reflected in the membership of the MCA. Members encompass all strands of consulting from 'pure' strategy to technology, engineering, HR, marketing, outsourcing and corporate advisory companies. The range and sophistication of modern management consulting is a significant strength of the UK economy and a source of great competitive advantage.

The industry's performance is one of continued consolidation and growth. Many more firms are now also working overseas, increasing consulting's role as a key export for the British economy.

Digital consulting continues to grow, and according to MCA data now accounts for 27% of all consulting revenues. Financial services remains the largest private sector buyer of consulting services while spend on infrastructure is rising. Meanwhile strategy consulting has reinvented itself and has shown significant growth in the last year.

The MCA's member companies help create better leaders, better decisions and better delivery.

The role of the MCA

The MCA's mission is: 'To promote the value of management consultancy for the economy and society as a whole'.

To achieve this, its main focus is on three key roles:

- Being a powerful voice for the consulting industry
- Standing up for high standards of professionalism and integrity within the industry
- Creating better engagement with and between members and their staff.

A powerful voice for the industry

The MCA informs and influences public debate on topical issues, and provides authoritative data on the industry. It commissions research and policy analysis and represents the industry in discussions with the government and other stakeholders.

Its aim is to ensure that management consultancy is better understood and recognised by the wider public as well as by existing and potential clients. By being 'the voice of the industry' the MCA tells the positive story of management consultancy, as well as combating some of the myths and false perceptions surrounding the profession.

Promoting standards

The MCA promotes high standards in the UK management consultancy industry. Members meet strict entry criteria and annually confirm their compliance with its Code of Practice. Membership is a badge of quality that testifies to the standard of services provided and the organisational values behind them. This reassures clients that MCA firms exemplify quality in the industry.

Outstanding pieces of consultancy work and the best individual consultants are recognised each year in the MCA Awards. Case studies are submitted jointly by firms and their clients and the awards are fiercely contested, with the winners announced at a gala dinner each spring. Full details of the 2016 winning entries are available on the MCA website.

Uniting the industry

The MCA enables the industry to come together, network and turn common challenges into shared opportunities. Every member is represented in a Council that helps set the agenda for the industry and guide MCA activity.

The MCA run a series of overarching networks which consultants can progress through as they move forward with their careers. These networks offer professional development, networking and the opportunity to hear from a variety of speakers within the industry.

The networks facilitate the sharing of experience and best practice within the industry through initiatives such as the Young MCA, the Consultancy Buyers Forum, the Think Tank and a set of issue-based working groups and committees that shape our events, policy and research programmes.

For more information

The MCA's Consulting Bulletin e-newsletter provides anyone interested in management consulting with news, tips, interviews and thought pieces which address the main issues facing the industry.

You will find more information about the MCA on their website at www.mca.org.uk

Twitter: @TheMCA_UK ●



ABOUT THE YOUNG MCA

The Young MCA is the professional network for those starting out in a career in management consultancy. Throughout the year, the network delivers a diverse and engaging programme of events where attendees have the opportunity to build their network, to further their professional development and share experiences.

The Young MCA is a network organised by the MCA for member consultancy firms' staff in the first five years of their consulting career.

The network's vision is to engage and develop the young consultant community and shape the future of the industry. The network is run by the MCA and a council of young consultants from each member firm. The council has overall responsibility for the Young MCA's goals and actions.

Professional development & networking

The Young MCA team deliver a series of events and networking opportunities for its members. These events typically combine

a business focused session, which delivers personal development content, followed by the opportunity to network with, and learn from, peers within other member consultancies. Senior members of the consulting community are often invited to share their experiences and pass on their advice.

Events highlights of 2015/16 included:

- Consulting 2025
- The Future of Smart Cities
- How to Persuade Anyone to Do Anything
- The Data Debate
- Social Media and the Future of Business
- Strengthening Personal Resilience
- Build Your Personal Brand.



Online community

The Young MCA has an ever growing online community who mainly communicate with each other via the group's LinkedIn page, which has grown in numbers over the past couple of years.

The network's vision is to engage and develop the young consultant community and shape the future of the industry.

Here Young MCA members share and discuss industry news, viewpoints and resources which have added value to the industry as a whole. Young MCA members also have the opportunity to raise their profile and voice their opinion through a number of online publications associated with the MCA and the industry.

Promoting consulting as a career

One of the Young MCA's missions is to promote the consultancy profession to school leavers and undergraduates. The network holds a number of university career sessions during the academic year and works with graduate recruiters to show what life is like as a consultant. The network also contributes to various career publications to give their first-hand knowledge of the career path of a young consultant.

Twitter: @TheYoungMCA ●



Howard Rees – Mobility Consultant with CSC

The Young MCA provides a unique opportunity to engage with the consulting community at large, better understand our industry, our clients, and meet peers from other firms; both large and small, full-service or boutique. It's a fantastic way to improve your skills and awareness, grow your network and demonstrate the 'above and beyond' attitude that consultants are expected to have.

As a consultant at one of our member firms you are automatically part of the Young MCA, but the only way to see any real value is by actively involving yourself with the network's activities; participating in events, reading and contributing to our newsletters, helping to run university roadshows, or spending your time giving back to the community through our Corporate Social Responsibility (CSR) work.

Every firm has a Young MCA representative, who attends council meetings and works with their firm to promote the Young MCA and its values. Having been on the council for over two years, it has been fantastic to see the development of those representatives, and other members of their firms, as they take on greater responsibilities and become more and more involved with the network.

My advice to any new consultants is to dive in, understand everything that's going on in our busy network, and find the parts that will provide the most value to you, and that you have the most to contribute to.

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Your Career. Your Adventure

As one of the world's leading consulting and technology organisations, we achieve amazing things for our clients every day – whether that's increasing profits, gaining a greater market share, redefining strategies, working with new technologies or offering better customer experiences.

We examine a client's organisation, work out how best to improve it using the latest technology and digital solutions, and implement agreed actions to bring about positive, lasting and profitable change. For us, it's not just about coming up with the great ideas, it's also about successfully delivering and implementing them.

To manage the broad spectrum of challenges our clients face, our business needs to be diverse, which is why we've set up our organisation across five key business areas. These are Accenture Strategy; Accenture Consulting; Accenture Digital; Accenture Technology; and Accenture Operations.

This has enabled us to deliver some ground-breaking solutions; such as the RBS 6 Nations Championship app that delivers in-game statistics direct to your phone and new technology that impacts millions of lives every day; visit: www.accenture.com/AccentureInYourDay to discover more of the surprising and innovative things we do every day to make people's lives better.

There are a variety of ways you can join us as a graduate at Accenture. Whichever programme you join, you'll enjoy the perfect mix of intensive training, expert support, live project experience and great benefits.

So why not make the most of your talents. Get the variety and scope of opportunities you deserve. Be an integral part of projects that impact the way the world thinks, works and plays. Enjoy the responsibility that helps you get ahead, fast. ●

COMPANY DETAILS

No. of employees
336,000 worldwide

Type of consultancy
Strategy and Technology

Offices recruited into
UK-wide

International opportunities
No

JOB OPPORTUNITIES

Disciplines recruited from
Multiple disciplines, please see website

- ✓ GRADUATE JOBS
- ✓ INTERNSHIPS
- ✓ PLACEMENTS
- ✗ INSIGHTS

No. of graduate jobs
500+

Benefits
25+ days' holiday, healthcare, pension scheme, season ticket loan and social events

Graduate application deadline
Ongoing

UNDERGRADUATE OPPORTUNITIES
No. of undergraduate opportunities
Varies

Undergraduate application deadline
See website

HOW TO APPLY

Application method
Online

Contact information
accenture.com/ukgraduates

About us

A.T. Kearney is a leading global management consultancy, helping some of the world's largest companies to achieve sustainable competitive advantage. For over 80 years we've provided strategic solutions to CEO-level concerns, delivering tangible results through a broad range of capabilities. We're known for our insight and experience, but our greatest asset is our people. We help businesses achieve long-term growth and performance. We work side by side with clients, and see our projects through to completion. We're committed to consistently successful delivery – 90% of our work is repeat business.

About you

Every year we appoint a number of outstanding candidates to consultant positions. There is no single model – new joiners may come from university or business school, from industry, or from non-business pursuits. We value proven achievers with excellent academic backgrounds. Relevant personal attributes include exceptional analytical and problem-solving skills, the ability to communicate persuasively and to build lasting relationships, an industrious and team-focused attitude, and strong personal drive, impact and maturity.

Why A.T. Kearney

As a new consultant, you will be a fully participating member of the team from the outset. You will have the chance to travel widely, to gain priceless experience of many industries, and to learn how to make a difference in the consulting world. You will also find that A.T. Kearney has a very human face. Though our consultants work hard, they're encouraged to focus on work/life balance. And our strength comes not just from the depth of our expertise, but from our diversity and inclusive culture – at our London office alone over 34 nationalities are represented. You will enjoy a comprehensive performance management process, a dedicated mentor, and a long-term development programme, designed to help you deliver lasting personal and professional impact. Above all you will discover a challenging and rewarding career with a passionate and innovative firm. ●

COMPANY DETAILS

No. of employees
3,500

Type of consultancy
Strategy and Operations/Implementation

Offices recruited into
London

International opportunities
Yes

JOB OPPORTUNITIES

Disciplines recruited from
Numerate disciplines

- ✓ GRADUATE JOBS
- ✗ INTERNSHIPS
- ✗ PLACEMENTS
- ✗ INSIGHTS

No. of graduate jobs
No fixed quota

Benefits
25 days' holiday, healthcare, pension scheme, life assurance, season ticket loan, gym membership, performance bonus and social events

Graduate application deadline
Ongoing

HOW TO APPLY

Application method
CV and covering letter online
*Early application is advised

Contact information
E: londonrecruiting@atkearney.com

BAE Systems is a defence company with a long history of driving successful innovation in massively complex integrated systems. We have been helping to defend the largest nations and businesses in the world for over forty years against advanced threats.

We help nations, governments and businesses around the world defend themselves against cybercrime, reduce their risk in the connected world, comply with regulation and transform their operations.

We are obsessed about solving problems for our customers, and at BAE Systems, we bring together great minds who face tough challenges on a daily basis. Our people take personal responsibility for making a difference. They have a shared vision to take on and solve complex customers' problems. Whatever their job title, they take pride in doing something worthwhile.

We offer you the chance to build a career like no other, with early responsibility and the opportunity to work with the brightest minds solving complex customers' problems – come and be part of it. ●

COMPANY DETAILS

No. of employees

4,000

Type of consultancy

Technology

Offices recruited into

London, Guildford and Gloucester

International opportunities

No

JOB OPPORTUNITIES

Disciplines recruited from

Science, technology, engineering and mathematics

- ✓ GRADUATE JOBS
- ✓ INTERNSHIPS
- ✓ PLACEMENTS
- X INSIGHTS

No. of graduate jobs

150

Benefits

25 days' holiday, healthcare, pension scheme, flexitime, season ticket loan, bike scheme, performance bonus and social events

Graduate application deadline

Ongoing

UNDERGRADUATE OPPORTUNITIES

No. of undergraduate opportunities

50

Undergraduate application deadline

31 January 2017

HOW TO APPLY

Application method

Online

Contact information

www.baesystems.com/cybercareers

E: emergingtalent@baesystems.com

For graduate jobs, internships & placements visit www.insidecareers.co.uk/man

The Boston Consulting Group (BCG) is a global management consulting firm with more than 85 offices in 48 countries. BCG pioneers ideas that drive sustained competitive advantage and transform clients, industries, and society.

BCG is a diverse place: there are many reasons to join this company, but ultimately, it's about three elements:

Building impact

In an increasingly complex world, BCG goes deep to unlock insight and have the courage to act.

BCG is partner and trusted advisor to the world's most influential businesses, governments, and nonprofits. The company helps them respond to today's incredible pace of change to stay competitive and add value to society. With BCG, you learn how to navigate complexity, draw unique insights, facilitate change and become a leader responsible for real and lasting impact.

Connecting aspirations

It's pretty simple – BCGers genuinely want to help their clients and each other succeed.

Challenged by mentors and supported by teams, you will join a diverse group of highly driven, exceptional individuals who respect and trust each other. In a culture where ideas are heard regardless of tenure, the deep relationships you develop with clients and colleagues will become a foundation for your future endeavours.

Growing leaders

To truly develop yourself, you have to challenge established thinking. You have to seek a better way.

Supported by the global team of BCG experts across a breadth of topics, your career will dramatically accelerate through faster learning and rapid advancement. Your experiences will help you find deep personal meaning as you develop a platform for future success. Whether you are here for two years or two decades, you will become a part of BCG's heritage of game-changing ideas, business model innovation, and reshaping landscapes. ●

COMPANY DETAILS

No. of employees

12,000

Type of consultancy

Strategy

Offices recruited into

London

International opportunities

Yes

JOB OPPORTUNITIES

Disciplines recruited from

All degrees considered

- ✓ GRADUATE JOBS
- ✓ INTERNSHIPS
- ✗ PLACEMENTS
- ✓ INSIGHTS

No. of graduate jobs

No fixed quota

Benefits

23 days' holiday, healthcare, pension scheme, golden hello, life assurance, bike scheme, gym membership, performance bonus and social events

Graduate application deadline

27 October 2016

UNDERGRADUATE OPPORTUNITIES

No. of undergraduate opportunities

No fixed quota

Undergraduate application deadline

28 January 2017

HOW TO APPLY

Application method

CV and covering letter online at: apply.bcg.com/ukuniveristy

Contact information

E: lonrecruiting@bcg.com

For graduate jobs, internships & placements visit www.insidecareers.co.uk/man

CHP Consulting helps asset finance companies improve their business performance by implementing our software – ALFA Systems – and applying our wide-ranging experience of the industry. Blue-chip clients such as Bank of America, Deutsche Bank, Société Générale and Toyota Financial Services have reaped the benefits of CHP's finest assets: our people. We are extremely proud of our track record of successful projects, a testament to the skills, experience and knowledge of our consultants who develop organically through the company from graduate joiner to Senior Manager.

You will receive training at our London office in all things necessary to get you started on a project. You'll then be working on a client site or based in the office, and your first role will typically involve software development. During a project, as well as the design and development of the software, we also need to modify business processes to ensure the client is working as effectively as possible, test that everything works, transfer all the data from the old system to ALFA, and provide support through the go-live process and into the future. During your career, you will spend time working in each of these areas.

A good CHP consultant has the ability to see an end goal, break down the steps to get there, and put in the effort to achieve it. Therefore, any hard-working and ambitious graduate can be successful as long as they have a logical mind, enjoy working as part of a team, have pride in the work that they do, and see their career immersed in the worlds of both technology and finance.

CHP is established in the UK, US, NZ and throughout Europe. You will be expected to work in locations in Europe and we see a steady flow of UK consultants on secondment further afield, so if this sounds like your kind of thing, we can make that happen too. ●

COMPANY DETAILS

No. of employees

275

Type of consultancy

IT

Offices recruited into

London (HQ), NZ and USA

International opportunities

Yes

JOB OPPORTUNITIES

Disciplines recruited from

Any

- ✓ GRADUATE JOBS
- ✗ INTERNSHIPS
- ✗ PLACEMENTS
- ✗ INSIGHTS

No. of graduate jobs

20-25

Benefits

25 days' holiday, healthcare, pension scheme, study support, season ticket loan, gym membership, social events and travel, life and disability insurance

Graduate application deadline

Ongoing

HOW TO APPLY

Application method

CV and covering letter online

Contact information

Gillian Bray

T: 0207 920 2722

E: recruit@chp.co.uk

For graduate jobs, internships & placements visit www.insidecareers.co.uk/man

CIL Management Consultants are a UK-based consulting firm with a market-leading position within our niche. Most of our engagements involve an M&A element, primarily to provide commercial due diligence for leading private equity firms. We also provide strategy consulting to a variety of companies, from global blue chips to the UK's most successful smaller businesses.

We like to think we're pretty unique in the world of management consulting. Although we work in structured project teams, we are socially very equal, lively and inclusive. There are no corner offices, no private fiefdoms, no PAs, no cliques – we work in open-plan offices and are not political. We think 'a culture' is something larger firms have to invent. Ours is the product of the individuals we employ.

Like all consulting firms, we are only as good as our people. In order to continue our strong growth we want to recruit bright, motivated graduates to join us in both our London and Frome offices. We are running two intakes in 2017 – April and September.

Our offices

We have two offices – one in London and one in Frome, near Bath in the South West. Our London office is based in The City, close to Bank and St Paul's tube stations. Through our Frome office, we can offer outstanding opportunities to pursue a career that has the pace and challenge of a city role while enjoying the benefits of working in beautiful Somerset. The vibrant cities of Bristol and Bath are just a short drive away. ●

COMPANY DETAILS

No. of employees
60

Type of consultancy
Strategy

Offices recruited into
London and Frome, near Bath

International opportunities
No

JOB OPPORTUNITIES

Disciplines recruited from
We are subject agnostic and welcome applications from a broad range of disciplines

- ✓ GRADUATE JOBS
- ✓ INTERNSHIPS
- ✗ PLACEMENTS
- ✗ INSIGHTS

No. of graduate jobs
15

Benefits
25 days' holiday plus option to buy an additional 5, healthcare, pension scheme, gym membership, performance bonus, social events, working from home and sabbatical policies

Graduate application deadline
See website

UNDERGRADUATE OPPORTUNITIES
No. of undergraduate opportunities
6

Undergraduate application deadline
See website

HOW TO APPLY

Application method
CV and covering letter

Contact information
E: careers@cilconsultants.com

Charles River Associates is a global consulting firm specialising in litigation, regulatory, financial, and management consulting. CRA advises clients on economic and financial matters pertaining to litigation and regulatory proceedings, and guides corporations through critical business strategy and performance-related issues. Since 1965, clients have engaged CRA for its unique combination of functional expertise and industry knowledge, and for its objective solutions to complex problems. Headquartered in Boston, CRA has offices throughout the world.

Our success stems from the outstanding capabilities of our consultants, many of whom are recognised as experts in their respective fields; our close relationships with a select group of respected academic and industry experts; and from a corporate philosophy that stresses interdisciplinary collaboration and responsive service.

A collegial spirit exists at CRA. We work collaboratively with other team members and with our clients who often take note and express appreciation for our team approach.

Training: Our academic heritage means we have a strong tradition of learning, both informally from supervisors, managers, and peers as well as through formal training opportunities. After you join CRA, you will attend a week-long orientation program focused on core technical skills, consulting skills and networking opportunities. In your second year, you will attend another multi-day session, focused on creative problem solving, communications, and a chance to compete in CRA's Innovation Tank Challenge.

We are seeking highly motivated and energetic final year undergraduate, graduates, master's and PhD candidates who are able to learn quickly, apply prior knowledge to current situations, solve problems, manage time effectively, and have strong communications skills. ●

COMPANY DETAILS

No. of employees
500

Type of consultancy
Economic

Offices recruited into
London, Brussels and Munich

International opportunities
Yes

JOB OPPORTUNITIES

Disciplines recruited from
Economics, finance, health or business related disciplines

- ✓ GRADUATE JOBS
- ✓ INTERNSHIPS
- ✗ PLACEMENTS
- ✗ INSIGHTS

No. of graduate jobs
15-20

Benefits
25 days' holiday, healthcare, pension scheme, study support, season ticket loan, bike scheme, gym membership and social events

Graduate application deadline
Ongoing

HOW TO APPLY

Application method
CV and covering letter online at: www.crai.co.uk/careers

Contact information
8 Finsbury Circus
London EC2M 7EB

E: hc-recruiting@crai.com

Credo is a market-leading strategy consultancy with global reach. We work with the CEOs and boards of today's most forward-thinking and influential companies, providing solutions for key strategic issues: which markets, what business model, and how to achieve above-market returns.

We undertake work predominantly in our six core markets: business services, engineering & construction, healthcare, transport, software & IT services and TMT. To these sectors, we provide strategic, operational and due diligence consultancy services, advising corporates, public sector organisations, not-for-profits and global Private Equity houses.

We believe the Credo culture is a critical part of our success. We have a flat management structure, an open and supportive office atmosphere, and organise regular social events whilst our smaller case teams mean greater responsibility and influence early on.

Dynamic environment

You will be joining a partnership with an exceptional track record of growth. We are consistently deepening our expertise in our key sectors, and have successfully expanded into adjacent sectors in which we can leverage our strengths.

At Credo we involve all our consultants in the continuing development of the business. You might work alongside a Partner on a proposal, manage our research budget or become involved in graduate recruitment – offering important experience and responsibilities beyond case work.

Training and progression

New joiners are supported by an intensive week-long induction training programme, and continuous improvement is developed through Quarterly Training Days. Associate Consultants undertake external training courses on Financial Analysis, whilst Senior Consultants and Managers have access to funds to tailor courses to their specific needs.

Structured feedback is given at the end of each engagement and there are six-monthly promotion opportunities. Promotion is entirely on merit and not dependent on firm performance, meaning the speed of your progression is entirely up to you. ●

COMPANY DETAILS

No. of employees
60

Type of consultancy
Strategy

Offices recruited into
London and Dubai

International opportunities
Yes

JOB OPPORTUNITIES

Disciplines recruited from
All degrees considered

- ✓ GRADUATE JOBS
- ✓ INTERNSHIPS
- ✗ PLACEMENTS
- ✗ INSIGHTS

No. of graduate jobs
10+

Benefits
25 days' holiday, healthcare, pension scheme, golden hello, bike scheme, performance bonus and social events

Graduate application deadline
7 November 2016

UNDERGRADUATE OPPORTUNITIES
No. of undergraduate opportunities
c. 5

Undergraduate application deadline
Winter

HOW TO APPLY

Application method
Online

Contact information
www.credoconsulting.com/careers/apply

E: recruitment@credoconsulting.com

Take the next step...because brighter futures aren't down to chance

At Hymans Robertson we're proud to deliver award winning independent advice on pensions, benefits, risk and insurance.

We work with a wide range of clients and our solutions give companies, trustees and members everything they need for brighter pensions prospects.

And at the heart of it all are our relationships – with our clients and colleagues. We form genuine, collaborative relationships that last. We are steadfastly independent in every possible way, from our ownership, through to our advice.

This is what allows us to put clients at the heart of our business and provide them with the advice and solutions that truly meet their needs. It also means that our people are encouraged to take ownership for building their own careers and our consultants are able to voice their ideas and opinions freely.

If you're interested in one of our consultancy programmes – graduate, summer internship or placement year – then you'll need to have a passion for business and possess an effective blend of technical and interpersonal skills in order to succeed.

From the start you'll work as part of a team, receive hands on training and apply your mathematical and analytical skills to solve real business problems in order to provide tailored solutions to our clients. You'll analyse complex data and present results of calculations and sophisticated modelling in an engaging and compelling way to help our clients make the best possible decisions.

As a graduate trainee consultant with us you'll also get comprehensive and personalised support with your professional studies as you work towards the Actuarial or the Chartered Financial Analyst (CFA) qualification.

We'll work with you to make sure that you make the most of your potential.

Because everyone should have the best prospects for a bright career, and you shouldn't leave that to chance. ●

COMPANY DETAILS

No. of employees
750

Type of consultancy
Financial and Investments

Offices recruited into
London, Birmingham, Edinburgh and Glasgow

International opportunities
No

JOB OPPORTUNITIES

Disciplines recruited from
All degree subjects welcome, although the nature of actuarial work and study will suit highly numerate individuals

- ✓ GRADUATE JOBS
- ✓ INTERNSHIPS
- ✓ PLACEMENTS
- ✓ INSIGHTS

No. of graduate jobs
20+

Benefits
25 days' holiday, birthday leave, healthcare, pension scheme, study support, season ticket loan, bike scheme, gym membership, social events, interest-free loan, life assurance, profit related bonus, sabbatical leave and bank and workplace ISA (WISA)

Graduate application deadline
See website

UNDERGRADUATE OPPORTUNITIES
No. of undergraduate opportunities
15+

Undergraduate application deadline
See website

HOW TO APPLY

Application method
Application form online

Contact information
Heather McCrae
T: 0141 566 7651
Suzanne Coyle
T: 0141 566 7894

www.hymans.co.uk

L.E.K. Consulting is a global management consulting firm that addresses the most complex commercial issues for some of the world's most successful businesses.

Clients come to us time and again because we have proven to be an insightful expert and a trusted partner. We are uncompromising in our approach to helping them consistently make better decisions, deliver improved business performance and create greater shareholder returns.

Our teams combine our core capabilities of research, benchmarking, modelling, analysis and strategy development to create game-changing insights and practical solutions that deliver real impact.

With more than 1,000 professionals located across five continents, L.E.K. specialises in Strategy, Mergers & Acquisitions (M&A), Operations and Marketing & Sales. We are expert in a wide range of industries, including healthcare, energy, industrials, retail & consumer, financial services and transportation.

Associate (entry level) position: Associates are involved in all aspects of strategic and financial analysis, offering exposure to multiple industry sectors and a wide variety of commercial challenges. The nature and pace of L.E.K.'s strategic work facilitates the rapid development of a highly analytical skill set, which is underpinned by a structured training programme. The Associate role at L.E.K. provides a dynamic, varied and highly rewarding work environment.

We offer a very comprehensive training programme which is structured over three years. New joiners will have an initial two-week orientation, followed by continuous monthly training sessions, which are tailored to the needs of your position. L.E.K.'s training covers the full range of technical, analytical, strategy, communication, project management and relationship building skills. Combined with on-the-job training, this gives you an excellent range of commercial skills and a solid grounding in business fundamentals.

Summer Associate position: This programme is open to penultimate year students who are interested in gaining an insight into the Associate career. The internship runs for eight weeks over July and August. ●

COMPANY DETAILS

No. of employees

c. 1,000

Type of consultancy

Strategy

Offices recruited into

London

International opportunities

Yes

JOB OPPORTUNITIES

Disciplines recruited from

All degrees considered

- ✓ GRADUATE JOBS
- ✓ INTERNSHIPS
- X PLACEMENTS
- X INSIGHTS

No. of graduate jobs

c. 40

Benefits

25 days' holiday, healthcare, golden hello, season ticket loan, gym membership, life assurance and social events

Graduate application deadline

6 November 2016

UNDERGRADUATE OPPORTUNITIES

No. of undergraduate opportunities

c. 45

Undergraduate application deadline

31 January 2017

HOW TO APPLY

Application method

CV and covering letter online at:
www.lek.com/join-lek

Contact information

Isobel Newson
Consultant Recruitment Manager
E: london.recruit@lek.com

For graduate jobs, internships & placements visit www.insidecareers.co.uk/man

COMPANY DETAILS

No. of employees
80 worldwide

Type of consultancy
Corporate Strategy

Offices recruited into
London

International opportunities
Yes

JOB OPPORTUNITIES

Disciplines recruited from
All degree disciplines

✓ GRADUATE JOBS
X INTERNSHIPS
X PLACEMENTS
X INSIGHTS

No. of graduate jobs
4-6

Benefits
25 days' holiday, healthcare, pension scheme, golden hello, season ticket loan, bike scheme, gym membership, social events, annual performance bonus, career breaks and life assurance

Graduate application deadline
4 November 2016

HOW TO APPLY

Application method
CV and covering letter online at:
www.marakon.com/careers

Contact information
8 Finsbury Circus
London EC2M 7BE

E: MKNUK-Recruiting@marakon.com

About us

Marakon is a high-end strategy consulting boutique. Since its founding in 1978, the firm has brought uniquely tailored and integrated advice to clients, backed by distinctive ideas and rigorous analytics. The practice has evolved over 35 years but maintained a high degree of integrity, objectivity and focus, working with some of the world's best known and most dynamic organisations. We work across industries, but have deep expertise in Oil & Gas, Financial Services, Consumer Goods, Healthcare and Industrials.

We are a boutique firm with global reach and you will have the opportunity to make a difference from the first day. Our projects are high impact, working for large multinational clients, on pure strategy and high-stakes organisational issues. We are not hierarchical – the best ideas count, and progression is based on merit not tenure. Our successful consultants rise quickly, taking on a broad range of responsibilities.

Opportunities available:

We are looking for outstanding applicants (either bachelors, master's or PhDs) from any discipline who can demonstrate:

- Genuine interest in business
- Analytical and creative approaches to problem solving
- Excellent communication skills
- Confidence with humility
- Independent thinking with strong collaborative skills
- Desire to build and grow our practice
- Minimum 2:1 degree.

Training

In your first two years, you will receive over 150 hours of formal training to learn the basics of good consulting and our practice e.g. corporate and business unit strategy, financials and valuation, presentation and client interaction skills. Throughout your time at Marakon you will also benefit from a career coach who will support your progression and development and ensure that it's tailored to your needs. ●

TRAINEE PROFILE

NAME	Gonzalo Ramos
LOCATION	London
UNIVERSITY	Cambridge
DEGREE	Natural Sciences and Management
ROLE	Associate



Why did you choose Marakon?

The main attraction for me was Marakon's focus on strategy as opposed to other types of consulting projects. During my internship in the strategy division of a pharmaceutical company, I caught a glimpse of the complex decisions that firms must make. Strategy consulting seemed like the natural fit for me – tackling only the most difficult and interesting questions, requiring careful thought and analysis, was exactly the type of work I was looking for.

Secondly, but perhaps most importantly, was Marakon's boutique size and feel. A card congratulating me on the offer, signed by the whole team, was as a true reflection of the welcoming and collaborative nature of the firm: after joining I very quickly got to know the team – both in London and from our offices around the world, having been flown out to Florida for our annual global conference just two weeks into the job.

What was your experience starting out at Marakon?

In my first week I started a project with a global insurance company; it was great to be in at the deep end, but quite a daunting experience. Just a couple of months later I found myself abroad, presenting to our client. Your role and

responsibilities evolve as you progress in your career, and at Marakon this happens very quickly.

Thankfully, training and support is excellent – I have been taught everything from corporate finance to how to write better emails. We each have a dedicated coach who helps us assess performance and progress, and gives us honest career advice.

I have since worked on projects across healthcare and insurance, with shorter pieces in banking and natural resources. I have taken great pride in seeing our work used to make big decisions at Board meetings and discussions with executives – this has been the most rewarding part of my career so far.

What do you get involved in besides your client engagements?

At Marakon everyone plays a role in firm building. Adding more responsibilities to your workload can be challenging at times, but I must admit I find it refreshing to spend a few hours a week contributing to the firm more broadly. Through my involvement in recruitment I have found myself screening CVs, helping build our website, organising social events, and even speaking at a case study skills workshop back in Cambridge, only four months after graduating! ●

At McKinsey, we help world-leading clients in the public, private and third sectors to meet their biggest strategic, operational and organisational challenges. Our goal is to provide distinctive and long-lasting performance improvements – in short, it is about having an impact. Making a difference.

As a consultant in our truly global firm, you will have the opportunity to work with colleagues and clients from all around the world. You will come into contact with CEOs, government leaders and the foremost charitable organisations and work together with them on their most exciting and challenging issues.

Working as part of a small team, and dedicated to one project at a time, you will be fully involved from the very start of your first project. No two weeks will be the same; from gathering and analysing data, to interviewing stakeholders or presenting your findings to clients, the range of industries and business issues to which you will have exposure will mean that you are constantly acquiring new skills and experience. And as a bright, motivated newcomer, you can expect your ideas and opinions to be encouraged and valued, right from day one.

You will also enjoy world-class personal and professional development. Formal training programmes, coupled with a culture of mentoring and coaching, will provide you with the best possible support to reach your full potential.

Working in consulting is challenging, but at McKinsey we encourage a healthy work/life balance. Whatever your interests, you will find like-minded individuals, and a thriving range of groups, initiatives and events that bring people together.

Keep up to date with McKinsey Careers on Facebook: www.facebook.com/MckinseyCareersUKIreland ●

COMPANY DETAILS

No. of employees
18,000+ worldwide

Type of consultancy
Generalist and Strategy

Offices recruited into
Worldwide

International opportunities
Yes

JOB OPPORTUNITIES

Disciplines recruited from
All degrees considered

- ✓ GRADUATE JOBS
- ✓ INTERNSHIPS
- ✗ PLACEMENTS
- ✗ INSIGHTS

No. of graduate jobs
No fixed quota

Benefits
24 days' holiday, healthcare, pension scheme, golden hello, study support, season ticket loan, life assurance, bike scheme, gym membership and social events

Graduate application deadline
27 October 2016

UNDERGRADUATE OPPORTUNITIES
No. of undergraduate opportunities
No fixed quota

Undergraduate application deadline
26 January 2017

HOW TO APPLY

Application method
CV online at:
www.mckinsey.com/careers

Contact information
E: UKCampus_Recruiting@mckinsey.com

Who we are

NERA Economic Consulting has been applying economic principles on behalf of clients around the world for more than half a century, providing analysis, expert testimony and regulatory insight in complex litigation, regulation, and business situations. Operating in over 25 offices across North America, Europe and Asia Pacific, our economic advice helps guide corporations, governments, law firms, regulatory agencies, trade associations, and international agencies.

NERA's economists employ a combination of economic, accounting, statistics and finance theory, along with the latest quantitative techniques, to provide clear and credible expert analyses that have an impact on important decisions through the application of microeconomics.

What we offer you

We provide a work environment that blends academic economics and real-world markets. Our consultants apply their microeconomic and quantitative training to projects arising from major market events such as large corporate mergers, major litigation, new environmental proposals, financial crises and deregulation.

With over 400 professional economists, statisticians, and financial experts worldwide NERA provides an intellectually stimulating, dynamic, and collegial workplace. Our employees are continually encouraged to build their skills by working on a variety of assignments, as well as by taking advantage of business, management, and technical skills training courses.

We provide challenging opportunities to those eager to take on the responsibility and who want to make an impact early in their career. We welcome applications from PhD, master's, and final-year undergraduate students.

Fast Facts

1. NERA was the first microeconomics consulting firm established
2. We have worked with all 100 of the American Lawyer Global 100 largest law firms
3. NERA experts have worked with clients in more than 130 countries around the world. ●

COMPANY DETAILS

No. of employees
500

Type of consultancy
Economic

Offices recruited into
Europe, Asia Pacific and US

International opportunities
Yes

JOB OPPORTUNITIES

Disciplines recruited from
Economics and finance

- ✓ GRADUATE JOBS
- ✓ INTERNSHIPS
- ✗ PLACEMENTS
- ✗ INSIGHTS

No. of graduate jobs
20-25

Benefits
23 days' holiday, healthcare, pension scheme, season ticket loan, performance bonus and social events

Graduate application deadline
Ongoing

UNDERGRADUATE OPPORTUNITIES
No. of undergraduate opportunities
10

Undergraduate application deadline
See website

HOW TO APPLY

Application method
Submit full academic CV, covering letter, transcripts and a writing sample online at:
www.nera.com/careers

Contact information
E: recruitmentlondon@nera.com

'What is the future of television? How much should we invest in emerging markets? What do I need to do to win with Millennials?'

We answer the toughest questions facing businesses. We do rapid, high-impact projects for chief executives and boards. At OC&C we strive to create an extraordinary firm that offers the best service to our clients and the best opportunities for our teams.

Over the last 29 years, we have grown to become a global strategy consultancy with 14 offices in four continents, serving leading companies and private equity houses.

Going beyond conventional wisdom

At OC&C we all have one thing in common – a fierce interest in finding the best answer for our clients. We believe in applying a rigorous analytical approach alongside creative thinking to create winning and differentiated strategies.

From your first day, you will find yourself an integral member of one of our project teams with real responsibility to drive the answer and understand the 'so what?' of diverse market data, structural trends and competitive environments. We have deep expertise in retail, leisure, consumer goods, media, technology and business services, so you will work with thought-leaders and leading companies across sectors.

Not your average consultants

Developing your skills is at the heart of our success – introductory training will equip you with the core consulting toolkit, ongoing training will hone your knowledge of finance, accounting, and strategic thinking, and project work will offer you diverse opportunities to learn from colleagues, think creatively and get under the skin of a business. We also host bi-annual offsites (recent locations include Chicago and Amsterdam).

Don't just sit there

Continuing to attract the best graduates is at the heart of our ongoing success. We are looking for people with outstanding analytical minds and eclectic interests. We encourage candidates from all disciplines.

Interested? We'd like to talk. ●

COMPANY DETAILS

No. of employees

500

Type of consultancy

Strategy

Offices recruited into

London

International opportunities

Yes

JOB OPPORTUNITIES

Disciplines recruited from

All degree disciplines

- ✓ GRADUATE JOBS
- ✓ INTERNSHIPS
- ✗ PLACEMENTS
- ✗ INSIGHTS

No. of graduate jobs

No fixed quota

Benefits

22 days' holiday plus 20 days' unpaid leave, healthcare, pension scheme, golden hello, season ticket loan, bike scheme, gym membership, performance bonus and social events

Graduate application deadline

6 November 2016

UNDERGRADUATE OPPORTUNITIES

No. of undergraduate opportunities

No fixed quota

Undergraduate application deadline

15 January 2017

HOW TO APPLY

Application method

Online

Contact information

E: recruitment@occstrategy.com

About us

Oliver Wyman is a global leader in management consulting. With offices in 50+ cities across 26 countries, Oliver Wyman combines deep industry knowledge with specialised expertise in strategy, operations, risk management, and organisation transformation. Our 3,000 professionals help clients optimise their business, improve their operations and risk profile, and accelerate their organisational performance to seize the most attractive opportunities. Oliver Wyman is a wholly owned subsidiary of Marsh & McLennan Companies (NYSE: MMC).

Why join us?

Our work is marked by exceptional impact for our clients. By consistently producing results, we have earned a reputation for quality work and attractive career opportunities.

- A growing, entrepreneurial firm with exceptional economics; global reach with revenues exceeding \$1.7 billion in 2014
- More client exposure on Day One and significant international opportunities
- A meritocratic ecosystem that provides for rapid advancement to Partner without an MBA
- Specialisation at your own pace, with an opportunity for breadth and depth
- Attractive compensation for performance
- A company that is committed to work/life balance and having fun
- Extensive opportunities to allow career flexibility including: corporate externships, 10/11-month work years or sabbaticals, non-profit fellowships, and international staffing opportunities.

The role

Our challenging consultant position offers exceptional career growth and opportunity to motivated and hardworking graduates. As a consultant you will:

- Work in teams to solve high level business problems facing Global 1000 clients
- Structure and carry out essential research and analysis
- Lead complex quantitative, strategic and financial analyses of corporations and businesses
- Receive support to rapidly develop leadership and client management skills
- Receive broad exposure to a variety of industries. ●

COMPANY DETAILS**No. of employees**

3,000

Type of consultancy

Strategy

Offices recruited into

London and worldwide

International opportunities

Yes

JOB OPPORTUNITIES**Disciplines recruited from**

All degrees considered

- ✓ GRADUATE JOBS
- ✓ INTERNSHIPS
- ✗ PLACEMENTS
- ✓ INSIGHTS

No. of graduate jobs

No fixed quota

Benefits

23 days' holiday, healthcare, pension scheme, golden hello, season ticket loan, bike scheme, gym membership, performance bonus, life assurance and stocks/shares

Graduate application deadline

26 October 2016

UNDERGRADUATE OPPORTUNITIES**No. of undergraduate opportunities**

No fixed quota

Undergraduate application deadline

5 January 2017

HOW TO APPLY**Application method**

CV and covering letter online

Contact informationE: recruiting.uk@oliverwyman.com

Parthenon-EY is a strategic advisory firm with offices worldwide. Since Parthenon was established in 1991, the firm has embraced a unique approach to strategic advisory services built on long-term client relationships, an entrepreneurial spirit, and customised insights.

Parthenon combined with EY in 2014. Together we have an ideal balance of strengths, broad executional capabilities and specialised expertise with intimate client relationships and larger networks of support globally.

What we do

At Parthenon-EY we solve our clients' business challenges with customised solutions. Ranked in the top ten consulting firms by Vault, Parthenon-EY works with leading companies across a variety of sectors. In our London office we focus on education, consumer goods, business services and private equity. Parthenon-EY advises on a vast range of issues, such as competitive positioning, core value propositions and M&A strategy.

The associate programme

Parthenon-EY has a case-team approach with a flexible structure; Associates are expected to take on responsibility for individual pieces of work as soon as they feel comfortable.

You will acquire valuable analytical, interpersonal and leadership skills that will not only make you effective at Parthenon-EY, but will also equip you with expertise applicable to any career you choose to pursue. Parthenon-EY's non-hierarchical environment enables Associates to take the initiative and drive their Parthenon-EY experience through their interests and desire to learn.

The way we work

The great thing about working in a relatively small office is the collegiate and friendly atmosphere that extends from the Partner team through to new recruits. As a result, Parthenon-EY employees are able to enjoy unparalleled contact with influential and highly experienced professionals within the firm, as well as with senior management at clients' organisations. ●

COMPANY DETAILS

No. of employees

40

Type of consultancy

Strategy

Offices recruited into

London

International opportunities

Yes

JOB OPPORTUNITIES

Disciplines recruited from

Any

- ✓ GRADUATE JOBS
- ✓ INTERNSHIPS
- X PLACEMENTS
- X INSIGHTS

No. of graduate jobs

5-8

Benefits

25 days' holiday, healthcare, pension scheme, golden hello, study support, season ticket loan, bike scheme, gym membership, performance bonus and social events

Graduate application deadline

1 November 2016

UNDERGRADUATE OPPORTUNITIES

No. of undergraduate opportunities

3

Undergraduate application deadline

5 January 2017

HOW TO APPLY

Application method

Application form, covering letter and CV online

Contact information

parthenon.ey.com/PO/en/Home

With over 2,400 employees working in 50 offices worldwide, Roland Berger is a leading international consultancy. We serve top clients on challenging assignments in the global market and we pride ourselves on developing creative strategies and supporting the implementation of practical solutions.

At Roland Berger, you won't find standard consultants, but outstanding individuals. Fascinating people with highly diverse interests and abilities, colleagues with whom you want to exchange ideas. Here, you're not just part of a team, but you actively help shape it – both professionally and personally. You'll be taking on responsibility quickly here. Roland Berger gives you the opportunity to demonstrate entrepreneurial spirit from the very beginning. This works best with a good dose of passion – passion for variety, challenges and working to develop the best strategies to solve them. The best results will be achieved with your enthusiasm. ●

COMPANY DETAILS

No. of employees

2,400+

Type of consultancy

Strategy

Offices recruited into

London

International opportunities

Yes

JOB OPPORTUNITIES

Disciplines recruited from

All disciplines

- ✓ GRADUATE JOBS
- ✓ INTERNSHIPS
- X PLACEMENTS
- X INSIGHTS

No. of graduate jobs

5-8

Benefits

25 days' holiday, healthcare, pension scheme, golden hello, season ticket loan, gym membership, performance bonus and life assurance

Graduate application deadline

11 November 2016

UNDERGRADUATE OPPORTUNITIES

No. of undergraduate opportunities

Varies

Undergraduate application deadline

See website

HOW TO APPLY

Application method

Online at:
www.join.rolandberger.com

Contact information

E: recruitment@gb.rolandberger.com

Company	No. of employees	Type of consultancy	Offices recruited into	International opportunities	TYPE OF OPPORTUNITIES					GRADUATE JOBS							UNDERGRADUATE OPPORTUNITIES		How to apply	Further info (page)		
					Graduate jobs	Internships	Placements	Insights		No. of jobs	No. of days holiday	Additional benefits					Application deadline	No. of opportunities			Application deadline	
												Pension Scheme	Healthcare Scheme	Study support	Performance bonus	Season ticket loan						Social events
 accenture High performance. Delivered.	336,000	Strategy and Technology	UK-wide	X	●	●	●	-		500+	25+	●	●	-	-	●	●	Ongoing	Varies	See website	Online	68
 ATKearney	3,500	Strategy and Operations/ Implementation	London	✓	●	-	-	-		No fixed quota	25	●	●	-	●	●	●	Ongoing	-	-	CV & covering letter online	69
 BAE SYSTEMS INSPIRED WORK	4,000	Technology	London, Guildford and Gloucester	X	●	●	●	-		150	25	●	●	-	●	●	●	Ongoing	50	31/01/2017	Online	70
 BCG	12,000	Strategy	London	✓	●	●	-	●		No fixed quota	23	●	●	-	●	-	●	27/10/2016	No fixed quota	28/01/2017	CV & covering letter online	72
 CHP Consulting	275	IT	London (HQ), NZ and USA	✓	●	-	-	-		20-25	25	●	●	●	-	●	●	Ongoing	-	-	CV & covering letter online	74
 MANAGEMENT CONSULTANTS	60	Strategy	London and Frome, near Bath	X	●	●	-	-		15	25	●	●	-	●	-	●	See website	6	See website	CV & covering letter	76
 CRA Charles River Associates	500	Economic	London, Brussels and Munich	✓	●	●	-	-		15-20	25	●	●	●	-	●	●	Ongoing	-	-	CV & covering letter online	77
 CREDO	60	Strategy	London and Dubai	✓	●	●	-	-		10+	25	●	●	-	●	-	●	7/11/2016	c. 5	Winter	Online	78
 HYMANS ROBERTSON	750	Financial and Investments	London, Birmingham, Edinburgh and Glasgow	X	●	●	●	●		20+	25	●	●	●	●	●	●	See website	15+	See website	Application form online	79

Company	No. of employees	Type of consultancy	Offices recruited into	International opportunities	TYPE OF OPPORTUNITIES					GRADUATE JOBS							UNDERGRADUATE OPPORTUNITIES		How to apply	Further info (page)		
					Graduate jobs	Internships	Placements	Insights		No. of jobs	No. of days holiday	Additional benefits					Application deadline	No. of opportunities			Application deadline	
												Pension Scheme	Healthcare Scheme	Study support	Performance bonus	Season ticket loan						Social events
	1,000	Strategy	London	✓	●	●	-	-		c. 40	25	-	●	-	-	●	●	6/11/2016	c. 45	31/01/2017	CV & covering letter online	80
	80	Corporate Strategy	London	✓	●	-	-	-		4-6	25	●	●	-	●	●	●	4/11/2016	-	-	CV & covering letter online	82
	18,000+	Generalist and Strategy	Worldwide	✓	●	●	-	-		No fixed quota	24	●	●	●	-	●	●	27/10/2016	No fixed quota	26/01/2017	CV online	84
	500	Economic	Europe, Asia Pacific and US	✓	●	●	-	-		20-25	23	●	●	-	●	●	●	Ongoing	10	See website	CV, covering letter, transcripts & writing sample online	85
	500	Strategy	London	✓	●	●	-	-		No fixed quota	22	●	●	-	●	●	●	6/11/2016	No fixed quota	15/01/2017	Online	86
	3,000	Strategy	London and worldwide	✓	●	●	-	●		No fixed quota	23	●	●	-	●	●	-	26/10/2016	No fixed quota	5/01/2017	CV & covering letter online	88
	40	Strategy	London	✓	●	●	-	-		5-8	25	●	●	●	●	●	●	1/11/2016	3	5/01/2017	CV & covering letter online	90
	2,400+	Strategy	London	✓	●	●	-	-		5-8	25	●	●	-	●	●	-	11/11/2016	Varies	See website	Online	91

