



THE OFFICIAL GRADUATE CAREER GUIDE TO

Management Consultancy

30th Edition

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The essential guide for anyone
looking to become a consultant
– Institute of Consulting





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**'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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INTRODUCTION FROM THE MANAGEMENT CONSULTANCIES ASSOCIATION



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.

The UK is a world leader in consulting and you have a lot of choice when deciding which firm to work for; many of them feature in the MCA's Annual Awards or have committed to the Consulting Excellence scheme, the new hallmark of quality in consulting.

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.

INTRODUCTION FROM THE INSTITUTE OF CONSULTING AND THE CMI



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.

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.

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.

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MANAGEMENT CONSULTANCY IN A NUTSHELL

Management consultants are problem solvers, expert advisers and business catalysts. 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.

In essence, a consultant's job is to advise an organisation on improvements that can be made to its business. Consultancy usually involves identification and assessment of a problem or analysis of a specific area, reporting findings and formulating recommendations.

Range of work

Early on in your career you will gain a range of experiences – a key attraction for many graduates considering a career in consultancy. It is likely that you will enter the profession within a generalist or strategy firm; as your experience grows you will become more specialised, enabling you to work in areas you find most interesting and rewarding.

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 by type and sector.

Types of consultancy

GENERALIST

These are large consulting firms that offer a range of consultancy services and are normally part of a wider business which also offers services in accounting, tax and corporate advisory. Consultants within these firms often have a broad knowledge of several different functional areas, giving them the variety of working across different sectors.

STRATEGY

Usually small or medium-sized, strategy consultancies provide strategic advice and bespoke solutions to fit the specific needs of a company. Strategy consultants work out the issues in the operations and work strategy of a company; this could include the reorganisation of a company's structure, corporate and organisational strategy, public policy and functional strategy.

PURE MANAGEMENT CONSULTANCIES

These firms focus solely on consulting



ALISTER HABERFIELD

PwC

SENIOR ASSOCIATE IN DIGITAL TRANSFORMATION

I heard that management consulting provided a variety of different types of projects in a wide range of industries, as well as offering the opportunity to travel with work. Needless to say I wasn't disappointed; after embarking on the Foundation for the Future, Management Consulting graduate scheme at

PwC, I worked on projects ranging from mapping customer journeys and creating prototypes for a building society's new online offering, to programme management of a healthcare economy's transformation programme. Management consulting has lived up to all my expectations and more – it provides constant opportunities to learn new skills, experience new industries, make a difference to clients and meet new people.

GENERALIST



EMILY BRENNAN

ATOS CONSULTING

DIGITAL TRANSFORMATION CONSULTANT

As a digital consultant, all roles and projects centre on technologies within organisations, covering strategic to implementation perspectives. My roles on projects have stretched from optimising a business's website content to meet its key business objectives; to working across multiple public services to intelligently identify potentially vulnerable citizens in society; to working internationally with my client's technical suppliers to validate that requirements are being met.

TECHNOLOGY

work and 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 and consultants have specific sector or service knowledge.

IT & SERVICE PROVIDERS

This covers a broad range of consulting services as IT is itself a diverse field. Consultants here help businesses to get the most out of their systems; this may involve systems analysis and design or implementing and administering an IT system. They won't necessarily have a deep knowledge of the client's industry and therefore may work alongside other specialists.

NICHE SPECIALISTS

Sometimes called boutique or specialist consultancies, these firms specialise in a particular field 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.

Consulting sectors

The range of work in consultancy is extremely varied and consultants can be found in almost any sector. Some of the main areas you could expect to work in are outlined below.

FINANCIAL SERVICES

Consultants in this sector work across the financial services industry. Clients range from asset managers, banks and insurance companies, to regulators and infrastructure providers. The consultant's job is to find innovative ways to optimise processes, reduce operational costs, implement new technologies, manage risks and improve customer service, all whilst remaining compliant with changes in legislation and the regulatory landscape.

PRIVATE HEALTH & LIFE SCIENCES

Clients in this sector range from small entrepreneurial life sciences companies to large global corporations. Consultants could be involved in finding ways to improve R&D productivity, improving business models or redefining the health value chain. The challenge here is to develop business strategies that respond to disruptive technology, reform agendas and the rising cost of healthcare, all within global regulatory frameworks.

DIGITAL & TECHNOLOGY

The role of a technology consultant is to advise and support clients with implementing technology into their operations and transforming their IT-infrastructures in order to



VISH VALIVETY
PPL
MANAGEMENT CONSULTANT

HEALTH

PPL is a specialist consultancy firm that primarily focuses on health and social care. The small team structure at PPL meant that I was given greater autonomy and responsibility over a number of workstreams early in my career. This quickly gave me in-depth experience across the entire lifecycle of transformation projects – from scoping to implementation – and strengthened my fundamental consulting skills across analytics, stakeholder engagement and project management. At PPL, I've been able to experience a wide array of exciting projects. This includes redesigning care services that reach over 200,000 older people in Surrey, bringing healthcare providers and local commissioners together to work more efficiently in Islington and managing the initiation of an innovative programme to improve maternity services in North West London.

cut costs and improve efficiency. Consultants give a range of advice on: information needs, the provision of software, systems analysis and design, computer feasibility studies and implementing computer applications.

MANUFACTURING

Consultants in this sector are likely to serve clients within the fast-moving consumer goods (FMCG), consumer packaged goods (CPG) and industrial production industries. The consultant's job is to help manufacturing companies stay ahead of the market, gain a competitive advantage or improve long-term profitability. This could involve a review of the

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

RETAIL & LEISURE

Primarily involved in business growth, consultants could be advising on property and location strategies, customer research, visual merchandising, franchising, staff training or investment. Clients range from landlords and investors to high streets and shopping centres.

The variety of work available ensures that a career in consultancy provides diverse, interesting and rewarding opportunities to any graduate. ●



NATALIE FISHER
MOTT MACDONALD
MANAGEMENT CONSULTANT

MANAGEMENT & ENGINEERING

Mott MacDonald is a global engineering, management and development consultancy. While I have spent the majority of my time delivering projects in the education and health sectors, the management consultancy practice also works in other areas including buildings, environment, water, energy and transport. Over the last two years, I have worked on an exciting project supporting all 152 local authorities across England with a large-scale national change programme. I have progressed through several different client-facing roles and now manage my own strand of the programme. Day to day I facilitate workshops, engage and consult with partners from a range of different organisations and help deliver the project as effectively as possible.

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.

Diversity

The number one factor that draws students to management consultancy is the diversity of work. You will gain experience across sectors, industries and possibly even countries.

Salary

On entry into the profession you could be earning in the region of £35,000. For salaries in more depth head to page 12.

Multiple 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.

Career opportunities

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.

Training

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 53. ●



REASONS TO BECOME A

CONSULTANT



DIVERSITY

As a consultant you will work on a range of projects, with a variety of colleagues and clients.



SALARY

The consulting sector is renowned for its high salaries and comprehensive benefits packages.



MULTIPLE INDUSTRIES

As a consultant you will experience a variety of industries. Helping you to discover which interests you most.



CAREER OPPORTUNITIES

Early responsibility and networking encourage career progression opportunities within the sector.



TRAINING

Consultancies appear high in graduate employer league tables as they offer high quality schemes with lots of training and support.

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.

A Brexit effect on salaries?

As the UK economy becomes more and more characterised by the result of the Brexit vote in summer 2016, there are valid questions to be asked about whether or not the management consulting landscape has changed and what effects, if any, there have been on salaries. Well, the answer is 'not much' – or at least 'not much yet'. The widespread uncertainty and initial caution after the referendum result has been balanced by a steady growth in confidence and activity in the management consulting market.

For the latest Brexit news:
www.insidecareers.co.uk/news

Indeed, recent statistics have suggested that the UK consulting market grew almost four times faster than the economy in 2015 and 2016, up nearly 10%.

For example, a busy regulatory environment has bolstered the growth of the 'Big Four' accountancy firms (Deloitte, EY, KPMG and PwC), with a particular emphasis on financial services, while operational efficiency, cost cutting, business process re-organisation and M&A/post-merger integration are other prominent areas of growth right now – all commanding steadily strong salary packages.

Graduate and entry levels

On a general level, management consultancies find themselves busier than at any time in recent years. The increased demand for 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.

At undergraduate level, the consulting arms of the 'Big Four' are all competing with each other and the top tier strategy houses (McKinsey, BCG, Bain) for top ranking students – all in addition to the fast growing mid-size consulting firms and emerging digital consultancies. The competition is also fierce with other industries; areas such as digital technology, private equity and telecoms now sit alongside the traditional sectors such as investment banking.

So, while the demand for places still far outstrips the supply of openings in management consulting, the industry continues to offer enticing salaries to attract the best graduates.

Salary structures

There is no definitive, all-encompassing salary index – such is the wide scope of the management consulting market – but the table opposite offers average benchmark figures for the primary role descriptions found across the industry. 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 around 5-15% lower (sometimes more, depending on the region).

Industry sector background can also have a bearing on salary. Consultants hired from highly-remunerated industries such as pharmaceuticals, financial services and media will often be brought in as specialists and 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.

CONSULTANCY SALARIES BY SENIORITY

Level	Average Salary
Analyst	£35,000
Consultant	£55,000
Senior Consultant	£65,000
Manager	£80,000
Senior Manager/Assistant Director	£100,000
Principal/Director	£150,000
Equity Director/Salaried Partner	£250,000+

Salaries are also influenced by billings. Consultants are expected to bill fees of around 3-5 times their annual salaries and therefore sectors with higher profits will support higher fees.

Bonuses and benefits

The market-rate 'basic salary + variable bonus' structure is still predominant, but smaller basic salaries with larger potential cash bonuses attached to specific targets is a growing idea.

The traditional benefits and incentives still exist including a car or cash alternative for Manager grades and above (typically £6,000-£10,000 per annum) while a 'benefits or cash' offering can be worth up to 25% on top of the basic salary.

A range of new and different benefits are appearing in employment contracts, sometimes driven by competition and sometimes by the need to embrace diversity and flexibility. A standard 'Bereavement Leave' policy of around 10-20 days is one example becoming more commonplace.

Bonuses at the large operational consultancies tend to be less generous (up to 20% in theory but usually closer to 5-10% in practice) 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 once all the add-ons are considered.

Start-up or small boutique outfits will often offer a stock or profit share incentive but tend not to offer much beyond health schemes and life assurance on the benefits side. Personal pension schemes predominate.

Conclusions

Comparisons based on basic salary alone can be misleading – such are the complexities of overall packages – but the management consulting market is in a healthy hiring loop and competitive salary packages abound. This is driven both by competition amongst rival consultancies and to stave off the ever-present threat of consultants leaving for other industries.

Statistics from the Management Consultancies Association suggest only 13% of those who leave consulting leave for better compensation and benefits elsewhere. ●

Tariq Siraj is a Manager at Beament Leslie Thomas (BLT) www.blts.co.uk, a leading management consultancy recruitment consultancy. Celebrating 30 years in 2017, the firm has been recognised with Top Recruitment Firm and Top Individual Recruiter awards for eight straight years in the Top Consultant reader polls.

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 2.2% in 2015, consulting grew at 8.05%. 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.

Brexit

The UK's decision to leave the European Union will ultimately shape the future of many industries, but what will it mean for consultancy specifically? For many it is 'too early to say'. According to the MCA's second quarterly Brexit survey, conducted in early 2017, the general consensus (85% of respondents) is that the Brexit vote has had a negligible effect on their firm's revenue, though 8% now record a positive impact.

The effects of Brexit will of course differ between consulting sectors. Respondents suggest a more positive outlook for the manufacturing sector (as well as, to a less marked extent, for infrastructure and transport). Manufacturing's position is doubtless linked to sterling's competitiveness. By contrast, respondents suggest worsening prospects for private health/life sciences, a more polarised outlook for retail, while there is a notable intensification of concerns about financial services. High-profile reports of financial services institutions contemplating relocation will have contributed here.

MCA members, in common with many other business leaders, are very unlikely to want to see a 'hard' Brexit, and will favour the retention of many of the benefits of the EU, in particular access to skilled labour and the Single Market – though for many this is more significant for their clients than their firms.

It should be noted that these impacts are not post-Brexit. The UK has not yet left the EU. They are post-Brexit decision impacts. We will see how they change as we move nearer to final disengagement.

Digital

In 2015, digital remained the largest consulting service line. Recruitment of digital consultants across MCA member firms has rocketed. There are now around 12,000 digital consultants out of around 45,000 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.

For more consultancy trends:
www.insidecareers.co.uk/man

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 in 2014.

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.

The industry will still need great brains and dogged, detailed analysts. But it also needs creatives, coders and people who see things differently.

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 2015 we saw a 13% 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



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KEY CONSULTING 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. It is worth bearing in mind that a number of the big consulting firms are now abolishing their entry requirements and placing more emphasis on individual behaviours and values than on traditional academic routes.

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 gain 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 in problem solving and logical thinking by undertaking appropriate case study review.

Live internship opportunities:
www.insidecareers.co.uk/jobs

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

Your application is your chance to sell yourself to a potential employer and prove why you are perfect for the job. L.E.K. Consulting tells us what consultancy employers are looking for and what key information you should always provide.

The first stage to achieving a job in consulting is the application process. Before you start applying for consulting jobs it is so important to make sure you have taken the time to do your research. You will find that most companies provide information on their website about their application process, details about deadlines, as well as what happens at various stages. Understanding these will ensure you give yourself the right amount of time for each application.

Within the cover letter, demonstrate how you have interacted with the company by visiting their stand at careers fairs, attending their workshops or reading their publications.

Application processes will vary between companies. For some you will have to complete an online application form and for others you will be asked to submit your CV and covering letter online. You will also find that for many consulting firms you will be asked to complete an online test as part of the application process, more information on these tests can be found in the next article on page 22. This is why it is so important for you to check the company website well in advance of application deadlines so that you are fully prepared for their specific application requirements.

To help you prepare and get organised for the application process, a helpful tip would be to put together your own document with the company name, application deadline and the documents required for each consulting firm you are applying to.

Application forms

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?

Allow yourself plenty of time to complete the application forms. Remember to answer all the questions and make sure you read through all of your completed form before submitting. At this stage attention to detail is really important, so make sure you check your spelling and grammar.

Ensure you have uploaded all the documents that each firm has asked for. Once you have submitted the application form you will receive an acknowledgement from the company. If you do not receive the acknowledgement, get in touch with the company to confirm that they have received your application; it will be too late to do this once the application deadline has passed.

CV and cover letter

Your cover letter is a great opportunity for you to sell yourself and demonstrate that you have researched the company you are applying for.

Recruiters can easily spot a generic cover letter, so it is important that you explain why

you are applying for the role at that particular company, and what attributes you have to bring. Take the time to check the application page on the company website to ensure you address the cover letter to the correct recruiter.

Within the cover letter, demonstrate how you have interacted with the company you are applying to by visiting their stand at careers fairs, attending their workshops or reading their publications.

The majority of consulting firms now have recruitment/application videos uploaded on their website. Ensuring that you look through what is available will give you a good feel for the company and what they are looking for.

Make sure your CV has a clear and simple layout, and ensure that it highlights your key skills and achievements. Your CV should include:

- **Personal details** – your name and contact details.
- **Qualifications** – your university and degree title, attained or expected result, followed by your A level and GCSE results or equivalent.
- **Work experience** – whilst it is great if you have commercial experience, recruiters are very aware that it can be difficult to find such internship opportunities. It is really important that in this section you demonstrate how you have tried to gain commercial or consulting insight. This can be through work experience, work shadowing, business insight days or interaction with consulting clubs and societies.
- **Skills** – in this section recruiters are looking for you to demonstrate your teamwork, communication and self-awareness skills; highlight your key strengths and give the evidence to back them up.
- **Hobbies and interests** – when applying for a management consulting position, it is really important to include extra-curricular activities on your CV. These interests highlight important transferable skills that are extremely valuable in the workplace. Extra-curricular activities will also highlight your ability to manage your time effectively,

work well within a team environment, and demonstrate your commitment to personal and professional development, all of which form an important part of the overall skill set of a successful associate.

Online presence tips

For many companies 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. ●



CONSULTANCY ASSESSMENTS

Assessments, both online and in person, form a key part of the recruitment process in consultancy. In this article, management consultancy firm Oliver Wyman helps you understand the purpose of the assessments and offers tips on how best to tackle them.

There are a variety of different forms of assessment, which include: application forms and CVs (covered in the previous article), online tests, assessment centres and competency-based and case study interviews.

Online tests

As part of the application process, firms often invite candidates to complete online tests. Most consultancy firms, including Oliver Wyman, will ask you to complete the tests prior to interview, though some may ask you to visit their offices to complete them. A candidate's performance in the test will then be used in conjunction with the original application when making interview decisions. There are a number of different online tests used by consulting firms including numerical, critical reasoning, verbal reasoning and personality tests.

Candidates are encouraged to practice for the online tests; this will help you get used to the format of the questions, the types of questions you may be asked and the amount of time you will have. Completing practice tests will also give candidates the experience of working under pressure as online tests typically have very short time limits. Practice tests can be found through various online sources, including the Inside Careers website, as well as often on the firm's own website. When completing the test, try to avoid all distractions as this can negatively impact your performance.

The two online assessments used by Oliver Wyman are numerical and critical reasoning tests.

NUMERICAL REASONING TESTS

Numerical reasoning tests are the most popular online assessments amongst consultancy firms. Given Oliver Wyman's focus on strategic consulting, the numeracy test assesses a candidate's ability to work with data as opposed to their learned mathematical knowledge. Whilst

it is not a prerequisite for a candidate to have studied A level maths or a quantitative-based subject at university, those who have not may find a further benefit in completing the practice tests before sitting the firm's assessments.

Some of the tests will examine your experience, whilst others are designed to test your ability to think logically and creatively.

CRITICAL REASONING TESTS

Critical reasoning questions test a candidate's ability to analyse logical arguments and form conclusions. When completing the tests, it is imperative that candidates read the supporting text fully and understand the conclusions of the argument. A candidate should not be put off by not having experience in the subject matter of the argument. After reading the argument, candidates should read the question to ascertain what they are being asked for, then read the answer choices and select what they feel is the best answer. It is important to remember not to rush your answers, however, keep in mind that the test is timed, so try and work as quickly as possible.

Assessment centres

If successful over the preceding stages, a candidate will be invited to meet with the firm. This may be in the form of an assessment centre which can include a variety of different assessments, ranging from aptitude tests, group and individual interviews to presentations. Some of the tests will examine your experience, whilst others are designed to test your ability to think logically and creatively.

COMPETENCY-BASED INTERVIEWS

Interviews are a common part of any assessment process and therefore candidates should expect to have at least one competency-based interview. At Oliver Wyman and other consultancy firms, these are conducted by a senior consultant in the business. The purpose of the interview is to determine a candidate's experience and whether they possess the qualities required for the role. Whilst an interviewer will expect some degree of nerves, it is important not to let them get the better of you as this will prevent you from performing to your true potential. Often an interviewer will have a copy of your CV and the interview will be based around this, as such it is very important to have re-read your CV before your interview so you know what information the interviewer already has.

An interview is your opportunity to demonstrate your desire for a career within consultancy and specifically, a role at that particular firm. As such, have strong reasons for applying and build on the research that you completed when submitting the original application. It is important for you to know the type of work the firm does, their competitors, and any recent transactions/successes. All of this information, and more, can be found on the firm's careers website as well as in career profiles, such as those on Inside Careers.

At the end of the interview, you may also be given the opportunity to ask questions. Prepare yourself with a couple of strong questions about the company, to demonstrate your interest in the firm. It is important not to ask questions that can easily be found on the website (how many positions available etc.). Also, do not ask questions that are more related to the graduate recruitment department (next steps, when you will hear etc.) during the interview, typically this information will be provided to you at the end of the interview day and is a wasted opportunity to find out more about the firm from your interviewer.

For practice tests head to:
www.insidecareers.co.uk/career-advice

CASE STUDY INTERVIEWS

In the recruitment process for consultancy firms, there will usually be a case study interview; this is an interactive exercise in analytical thinking that allows the firm to assess how a candidate approaches and evaluates a problem.

During the case study, think of the case interviewer as your client. Remember the interviewer wants you to solve the problem, and can help, so it is important to work together. More information on case studies can be found in the following article.

GROUP EXERCISES

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 abilities and determination or drive. During a group exercise, it is important to contribute valid and relevant points, whilst co-operating with other members in the group.

It is common for group exercises to have a presentation element at the end. When preparing for the presentation, there should be a clear structure with the points divided up equally between the team. It is important that each group member knows which topics to address should any questions arise after the presentation, to ensure that concise and relevant answers are delivered. ●

This article was contributed by staff at Oliver Wyman.

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 study 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.

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.

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 & 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 & 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 & 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 & 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 & 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 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 Deadlines Calendar at www.insidecareers.co.uk is a useful tool to see when recruiters close their applications.

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 set up 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 <http://graduates.paconsulting.com/uk/>



SUMMER ASSOCIATE

BCG

HELEN WEST



UNIVERSITY OF CAMBRIDGE
BA NATURAL SCIENCES
SUMMER INTERNSHIP

“I learnt a lot very quickly, so you need no deep prior experience.”

My first week at BCG was spent meeting the other interns and familiarising myself with the office. There were three full days of training, including the exciting part of getting your own laptop and iPhone. We had useful introductions to Excel and PowerPoint (including some incredible time-saving macros), information sources and what is expected of a Summer Associate.

Half a day was dedicated to a practice case in small teams, which was great as it showed a compact view of how a case is run from hypotheses, to analysis, to content production and client presentation. We were taken out to lunch by our 'buddy' – an Associate who had been at BCG for about six months. It was really handy to have someone who you could ask anything! All interns were allocated a village – you sit in shared office space in groups of 6-8 BCGers of mixed seniority who aren't based on your case so you can get to know a larger group of people. We then found out about our cases – the highlight of the week! We were placed on a variety of projects, and had two days to get up to speed in the office before going to client sites the following week.

On Monday morning, the first week of my case, I was at the client site by 8:30 and left the office about 19:00 (but typical days vary hugely depending on the project). First I was introduced to the case, spent time reading background material and was allocated my own

'module'. This is a section of work that you are responsible for and drive to complete. I spent the next seven weeks developing and working on my specific module, with daily input from the Consultant and Principal. I was surprised at how much responsibility I was given and how much of my work was shown to clients.

The majority of my work was in PowerPoint – creating impactful slides to get our story across, alongside pieces of analysis in Excel. I learnt a lot very quickly, so you need no deep prior experience. I attended weekly 'Case Team Meetings' where we would present our modules to other team members including the Partner. This was a great opportunity to get senior input. We had regular, almost daily, meetings with senior members from the client to gather input and expertise, which I regularly attended and participated in.

I was surprised at how much responsibility I was given and how much of my work was shown to clients.

On Fridays, we returned to our desks in our village, continued case work and caught up with people back in the office. There are

office Fridays every month, where you get to hear about other projects and get a free lunch! Fridays usually ended with the option of heading to drinks at a nearby pub. Social events were a major feature of the internship programme (and continue to be as a full-time Associate). There was a welcome dinner in the first week, followed by a day trip on Saturday sailing to the Isle of Wight and a dinner and night out. Practice Area breakfasts held throughout the internship gave great insight into the variety of projects BCG offers, as well as the opportunity to meet a range of Project Leaders and Partners. There were also dedicated intern dinners or social events every week!

Overall, I had a fantastic eight weeks; the work was really interesting, the people were great and I had a lot of fun.

Overall, I had a fantastic eight weeks; the work was really interesting, the people were great and I had a lot of fun – since joining full-time, I'm happy to say that this has continued! ●

For the latest internships:
www.insidecareers.co.uk/jobs

SUMMER STUDENT HYMANS ROBERTSON

AMY WALKER



UNIVERSITY OF GLASGOW
BSc FINANCE AND STATISTICS
SUMMER INTERNSHIP

“I was keen to be involved in a role where I would use both my technical and personal skills – actuarial consultancy seemed to fit this.”

Deciding to apply for a week-long work experience programme with a consultancy firm when I was still at school seemed like a leap into the unknown – I thrived on talking to and helping people, I was good at maths and I liked the sound of working in finance, so I joined the dots and that's how (long-story short!) I found Hymans Robertson.

Why did you choose to do an internship?

I went on to study Finance and Statistics at university and on starting my penultimate year I was already on the lookout for an internship. I was keen to be involved in a role where I would use both my technical and interpersonal skills – actuarial consultancy seemed to fit this. I had already been introduced to Hymans through their work experience programme and knew that their office had such a friendly and supportive atmosphere, so the internship they offered seemed like the perfect opportunity. Not only that, but experience from an internship would be a great foot-in-the-door for future graduate positions, no matter what career path I decided to pursue.

What was the application process like – any advice?

The process wasn't as daunting as I expected – Hymans did a great job at putting me at ease and keeping me in the loop from the very start. Once my initial application had been accepted, I had a telephone interview to discuss my application in further detail.

After the telephone interview came the assessment centre which involved a solo interview, a group exercise and several tests.

My advice would be to:

- Think about how your experiences align with what the company values are – even the trivial experiences that you think might not be worth mentioning.
- Be yourself and don't compare yourself to the other candidates – the company will be looking to employ a range of people with diverse skills and personalities.
- The tests will be timed so don't panic – it's sometimes better to answer fewer questions and do them correctly than rushing through the whole paper.
- Network during the lunch hour – it gives an opportunity for other junior and senior members of the firm to have an understanding of you and it could work in your favour.
- Do your research on the company and read up on some current issues surrounding the area of business they are involved with as you will be asked questions on this.

Overall, the process was very organised and efficient. Even once my offer came through, the HR department made a real effort to keep in touch. Before starting, all of the interns were invited to lunch to meet each other which really helped to ease our nerves.

What were your main duties?

The first few days of the internship consisted entirely of training. We were shown everything we needed to know, from how to work the computer systems to carrying out calculations that would become part of our day to day work. It was an intense few days but only made me more excited to get an insight into the fast-paced life of a consultant.

The flow of work started relatively soon after and within a few weeks I felt the work I was doing was actually of real value to my team. I was involved with a generous amount of client work that involved emailing and even phoning clients, as well as other project work. My fellow colleagues really went out of their way to give me a great variety of work. It was exciting to be able to work with a whole host of people from across the firm and gain their perspectives on different pension issues, from junior to more senior members.

Do your research on the company and read up on some current issues surrounding the area of business they are involved in as you will be asked questions on this.

In addition to this, each of the interns was given a project to work on and we would present our results at the end of the eight week placement. This seemed like a daunting thought at first, but as the weeks went on I grew more confident and was able to present without much hesitancy.

It was easy to see that people at Hymans were very passionate about the work that they were doing and truly wanted to deliver a great quality service to their clients. The work is challenging and at times you are required to work longer hours, but this will ultimately allow you to reach your full potential.

Find events and insight days:
www.insidecareers.co.uk/man

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

One of the most important things I learned was to ask for feedback. There were times when I could have done a job more efficiently or effectively and getting feedback was a great way of improving my skills and showing enthusiasm for the job at hand.

I also learned that it's important to take any opportunity that is given to you, even if you are reluctant at first. I learned from each challenge that came my way and showed others that I was capable of taking on more responsibility, consequently opening paths for other new opportunities.

By the end of my placement, I had improved both my commercial awareness and problem solving skills and was able to apply them in real business situations. I went back to university for my final year with an enthusiasm for pursuing a consulting career at Hymans.

Any advice for anyone seeking an internship?

- Do your research on a company before applying for any positions and make sure it is somewhere you can see yourself working. It is far better to spend a lot of time applying for a few companies than not putting the effort into the applications for lots of companies.
- Go to recruitment fairs/employer events early in your university career. You can get a feel for the company and ask any questions you want here. It may even be possible to go to an insight day at the company or even shadow a member of staff if you aren't yet in your penultimate year.
- If you don't have any consulting experience, don't panic. Even volunteering in your local community or getting a part-time job will help to show employers you have the skills that they are looking for. ●

SUMMER ASSOCIATE

L.E.K. CONSULTING

JAMES BENNINGTON



UNIVERSITY OF OXFORD
HISTORY
SUMMER INTERNSHIP

“My responsibilities were essentially the same as what I now do as a full-time associate.”

Why did you choose to do an internship?

There isn't a huge amount of career information available for first and second year students. I didn't know what different jobs involved and I was anxious to be employed after I finished university.

Internships were an ideal solution to both problems. I could experience the job for myself and decide whether I really enjoyed it. There were limits to the insights available from company websites and an internship seemed to be the best check for whether I wanted to do the job as a graduate. At the same time, an internship offered the prospect of giving me an edge in finding a full-time job.

More intern profiles online:
www.insidecareers.co.uk/man

What was the application process like – any advice?

The application process was challenging, especially so as I hadn't been through it before. I think the format is more or less the same for all of the leading consulting internships.

The interviews are obviously intense, and everyone waiting for one is visibly nervous. However, I remember being pleasantly surprised

by the interviewers themselves going out of their way to be friendly and reassuring, and the day itself being as painless as it could be.

My advice for the process would be to devote as much time to preparation as possible. This is easier said than done when you have a full work schedule at university and are applying to several other companies at the same time. I would highlight three areas to focus on:

1. Make sure you are not producing a generic CV and cover letter for applications. This is very easy for recruiters to spot and it does not take much time to look at company's website and pick out the details that actually matter to you.
2. Practice for the numeracy test. I did a history degree, so I did not spend much time doing any kind of maths after A levels. Practising basic numeracy to become fast and accurate transformed the numeracy test from a potential problem into a positive for my application.
3. Find some time to do mock case interviews and someone who will do them with you. There is an infinite amount of advice online about how to approach the cases, but applying that information is something that only comes with practice.

What were your main duties?

I was surprised by the degree of responsibility handed to me from the outset of the

internship. As an L.E.K. Summer Associate you are supported with an initial orientation programme, you then participate as a full member of the case team. My responsibilities were essentially the same as what I now do as a full-time associate. I carried out secondary research, analysed the information and structured the output into slides that were incorporated into the final presentation.

Obviously, I got a lot of support throughout the internship. The L.E.K. office is completely open-plan, and everyone sits in 'pods' of up to eight. This structure is designed to make it easy for individuals to cooperate and easily reach out to those around them for assistance. Those sat around me were certainly happy to respond to my frequent pleas for help. Additionally, each intern is paired with a buddy, for help with everyday responsibilities.

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

The internship was a brilliant guide to the realities of working as a consultant, and from it I learned that consulting was what I wanted to do after university. I appreciated the level of responsibility I was given and the exposure to

every aspect of the role that came with it. My ignorance remedied, I was able to make a career decision based on the knowledge that I would be happy doing the job that I was choosing.

There is an infinite amount of advice online about how to approach the cases, but applying that information is something that only comes with practice.

In this spirit, L.E.K. also pairs its interns with a mentor, who is at hand throughout the eight weeks for the more profound conversations about future career and life plans. I was able to discuss with my mentor the concerns I had about a full-time position, the areas of the role I had found more challenging, and what life after consulting, though some years away, might hold. This was one of the best features of the internship. ●

JUNIOR CONSULTANT

ALFA

LOUISE MEREDITH



UNIVERSITY OF OXFORD
BIOCHEMISTRY
LONDON AND SCANDINAVIA

“It was rewarding to be making a real contribution to the company at such an early stage of my career.”

It has been less than five months since I started at Alfa with no coding experience and already I've built a decent understanding of how to code in Java and I am commuting regularly to work with our client at a Scandinavian bank. The opportunity to travel and take on responsibility early on in my career was one of the things that drew me to Alfa, and I certainly haven't been let down.

The training

My official training period lasted three months. This comprised a one-month induction period which introduced me to Alfa (the company), to Alfa Systems (our software product), and to the basics of Java (my intake was for graduates with little or no previous coding experience). The sessions were given by colleagues at all levels, from junior consultant through to senior executive, and so many people came and introduced themselves to me that remembering names became one of my biggest challenges! This openness and the sociable atmosphere instantly made me feel comfortable in the office environment.

After the induction period, there was the Development Initiation phase. This involved sitting with a supervisor and working on real problems in the Alfa Systems codebase. Being given the responsibility of changing and adding code to the software so early on was initially daunting and the learning curve was

steep; however, I was encouraged to learn at my own pace and the level of support I received was fantastic. It was rewarding to be making a real contribution to the company at such an early stage of my career.

After the training was complete I was placed immediately on a client team. Although the official training was over, I have continued to learn every day and receive guidance on the job. The programme is designed so that the transition into the company is a smooth one, and I know that whatever my task there will always be people happy to help in all areas of the business.

Working on a client team

The project team I am a part of is dedicated to a large Scandinavian bank, and I work specifically as part of the User Acceptance Testing (UAT) team. Our job is primarily to work together with the client answering their questions, ensuring they know how to use the software, and fixing any bugs (glitches) they encounter. This gives me a nice balance of coding and increasing my product knowledge. I really like this role, because each time a question is asked there is some detective work involved to discover if there's a bug, or if the client is experiencing the system's expected behaviour. I'm constantly exposed to new areas of the software, both functionally and technically, and I'm therefore

being challenged in diverse and interesting ways. If there is a bug, my problem solving skills need to come into play to figure out the best way to get around it.

The most exciting part of my new role is that I travel to the main client office in Scandinavia every fortnight or so. When I am there, I interact directly with client individuals, putting my consulting skills into practice. Sitting in a room with the people who are testing our software is valuable as it allows me to experience the impact of our work first-hand.

Team building

Alfa places a large emphasis on the wellbeing of its employees and on maintaining a healthy work/life balance. It is reflected in the hours I work, which have very rarely exceeded 9-6, and also in the company culture, which focuses on teamwork and maintaining strong working relationships.

I'm constantly exposed to new areas of the software, both functionally and technically, and I'm therefore being challenged in diverse and interesting ways.

Every financial quarter, a Company Meeting is organised for all UK employees. After a morning of interesting talks and updates on the progress of different teams, the rest of the day is dedicated to fun activities; for example, most recently playing crazy golf at a bar. These meetings are a great way to meet

new people and I've been very impressed with how friendly everyone is, regardless of seniority. Considering how recently I joined the company, I think it's fantastic that there is nobody at Alfa who I wouldn't feel comfortable approaching with a problem, or just for a chat.

The latest graduate jobs:
www.insidecareers.co.uk/jobs

The team-building activities that are put on for us are great. I was recently taken skiing in Austria for four days with all the present and past members of my client team and in the summer we're heading to Barcelona for a Company Conference involving more fun and sun.

Any suggestions and ideas for initiatives are encouraged and taken on board, so I really feel a valued member of the company.

Personal development opportunities

I have already had two personal development reviews, in which I discussed my progress with my manager and we laid out goals for my future at the company. My managers have been responsive to my requests, accommodating my wishes wherever possible; for example, by providing me with more developmental coding work on top of bug-fixing.

This investment of time into my future, together with the flexibility of my career path, is excellent as it means I'll never be stuck doing something that's not right for me. And if I spot any opportunities I want to make the most of, it's down to me to push for them. ●

ASSOCIATE CONSULTANT

BAIN & COMPANY

SHAZIA MOHAMED



LSE
ECONOMICS
LONDON

“The work we do ultimately shapes an industry’s future landscape and the potential to do that gets me out of bed everyday.”

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 is 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%’ initiatives.

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.

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. ●

CONSULTANT SYSDOC

MATT SMITH



UNIVERSITY OF AUCKLAND
BCOM ACCOUNTING AND
FINANCE
LONDON

“At 23 years old, the progression in my career has been faster and better than I could have hoped for.”

Tell us a little about yourself

Lucky enough to be born and raised in New Zealand, my childhood was filled with beaches and BBQs. A lot of people ask me why I would want to leave sunny NZ for cloudy UK, and the straightforward answer is that there is more to do. Compare an isolated country with a 4.5 million population to a country with 64 million and a comparative stone's throw away from mainland Europe; I can't think of a better place to live in your 20's.

Successes are celebrated and mistakes are learning opportunities.

I emigrated to the UK to join Sysdoc in January 2015, shortly after graduating from the University of Auckland. Since being here, I have engrossed myself in the bustle of London and the marvels of Europe. More recently, I have become involved in the Young Management Consulting Association and am fortunate enough to sit on the Young MCA council.

What attracted you to a graduate role at Sysdoc?

My working life started at a bank in New Zealand in November 2014. Fast forward

two months and I was on a plane to the UK to start my new life and work at Sysdoc. It was one of those frighteningly gigantic life decisions to make, but it was an opportunity that was too good to pass up.

Being a company that started life in New Zealand, I knew that Sysdoc would have a fantastic culture. I was also already familiar with some of the management team and knew the ethos of the company would match their values. The significant development opportunities were clear going in, and this has proved to be completely true.

How has your progression been encouraged?

My time working as a consultant has shown that you can receive as much or as little support with development as you want. If you show interest and put the effort in, the long-term rewards are substantial. At 23 years old, the progression in my career has been faster and better than I could have hoped for.

The management team in Sysdoc want to see young consultants succeed. To paraphrase the Head of Consulting, 'developing people is all about looking over your shoulder, and supporting them to run past you'. This is a mentality that I have observed across all of the Development Managers who spend countless hours of their own time on developing our graduate consultants.

What is the working environment like?

Anyone who has spent some time with Kiwis (without being too clichéd) knows that we work hard and play harder. Sysdoc embodies this mentality with an environment that promotes cutting the 'faff' and political minefields to achieve high quality outcomes with our clients. Working with teams who both function effectively and regularly head to the local for after work drinks is an absolute pleasure.

My time working as a consultant has shown that you can receive as much or as little support with development as you want. If you show interest and put the effort in, the long-term rewards are substantial.

Successes are celebrated and mistakes are learning opportunities. If you need help you need only ask; and despite my at times oblivious attempts to prove the opposite, there is definitely no such thing as a stupid question! You will regularly be thrown in the deep end, but you'll never sink on your own.

What is working in the consultancy profession like?

The company I work for has an extremely flat organisation structure. It is easy to avoid political dramas and there is a pleasant work

atmosphere. I can have the same conversation with the CEO as I can have with my manager, and she will always stop to have a chat when she sees people in the office.

As all management consultants know, it is impossible to explain (in less than 30 minutes) what you 'do'. Having so many great dedicated people around you to share successes and overcome challenges (as well as the occasional 'gossip' session) is an indescribable boon.

What's been the most challenging moment working as a consultant so far, and how did you overcome it?

Six months into my time as a consultant, I was working on a project where we had to develop 300 or so documents. In two languages.

Three weeks away from the deadline, we lost a significant resource and had no chance of hitting the target without additional support. I spoke to the Operations Manager on a Friday morning, and the following Monday I was responsible for upskilling and leading four new staff members to support hitting the deadline. Three weeks and a working weekend later, we were successful.

This demonstrated the level of teamwork and dedication that I have enjoyed being a part of since I became a consultant. It also showed how a management team willing to provide opportunities to their consultants to take responsibility and to support the achievement of objectives is vital if a company is to operate successfully. ●

SENIOR CYBER SECURITY CONSULTANT

THALES CYBER AND CONSULTING

ALEXANDER NEWMAN



DE MONTFORT UNIVERSITY
COMMUNICATIONS SYSTEMS,
SECURITY AND COMPUTING
READING/FARNBOROUGH

“I often find it difficult to determine the line between work and home, I think of it as getting paid to do my hobby.”

I completed a government higher technical apprenticeship while studying for a foundation degree in science (Communications Systems, Security and Computing), graduating from De Montfort University. Since the very start of my career I have had a unique perspective into the vital work performed by organisations that maintain the UK's national security and prevent and detect serious and organised crime. I moved to the private sector to accelerate my career progression and have since been exposed to technical challenges that are not just limited to the government.

From what I have learnt so far, it is impossible to know everything in cyber security. The best consultants are those who are willing and able to adapt and innovate at the speed of technology.

How did you get your job at Thales Cyber and Consulting?

My slightly abnormal career path was the main facilitator in securing my current role. As an apprentice at the cutting edge of technology, I had the demonstrable experience of delivery in a variety of technical disciplines, meeting the challenges of the current threat landscape and not constrained within an academic syllabus. Equally important was my foundation degree. Yes, it does not make me as distinguished as an individual with a higher qualification but it does consolidate my ability to interpret findings, perform an investigation and report on findings.

While attending the Farnborough International Airshow as a technology enthusiast I stumbled across the Watchkeeper Unmanned Air System (UAS). Lured into the rather flashy Thales stand hoping for a simulator to play with (which there was), I met a now colleague from Cyber and Consulting who quickly worked out my background. After a short technical conversation I was impressed at the diverse range of projects the team were working on, everything from banking to securing automotive platforms. This met my aspirations to diversify my career and experiences so I submitted my CV, and after a normal interview process I joined the technical team.

Unlike other industries where your skills can be applicable for a decade, you need to align your skill set to the fast changing environment around you.

What are your main duties/roles?

My current full-time role is the Assessment Lead/Liaison for a consortium of the best and brightest in the security industry. This consortium of security experts is focused on delivering the best solution to any problem

posed, and we continuously and proactively look for innovative solutions across the security landscape. As the Assessment Lead, I not only have to determine these technical challenges and articulate these problems to my team, ensuring our response meets the requirement, but I must also scan the horizon for upcoming technical innovations and threats, proactively prototyping solutions.

I also assist Thales Research and Technology, Artificial Intelligence graduates to derive innovations that combine my expertise in cyber security with their bespoke knowledge to produce innovations that are applicable to our Security Operations Centre and wider business. Recently I have shifted the focus of these collaborative innovations to our CNI and Automotive customers.

As a consultant, it is also important to circulate within the internal Thales teams. Often my customer's challenges need to be solved with more than just a technical solution, so staying clued up on the activities of the Training, Human Factor, Business Analysis & Change and wider community enables me to provide holistic solutions. This prevents me from taking a narrow approach and forces me to remain innovative; it's also a basic consultant skill to cross sell colleagues for the betterment of the organisation.

What skills are useful in this profession?

- **Adaptability** – unlike other industries where your skills can be applicable for a decade, you need to align your skill set to the fast changing environment around you. It is important to have the specialism that you're known for while also being willing to self-teach new professional competencies.
- **Confidence/professionalism** – it seems like an obvious skill for a consultant but you need to be a strong relationship builder. Eventually you will be asked for by name and not just supplied as a CV.
- **Technical ability** – there are salespeople who can 'talk the talk' and there are grafters who can deliver, and then you

have consultants who do both. As a graduate seeking a role in this industry it is vital that you can actually meet the deliverables of the project you are working on when you say it is possible. Therefore, you must also have the self-awareness to know what you cannot do and be willing to acknowledge your limits.

- **Motivations** – it is important to love what you do. As an example I often find it difficult to determine the line between work and home, I think of it as getting paid to do my hobby. It is also great to work with people who share the passion I have for technology, and when you're surrounded by like-minded people your performance and skills will also develop.

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

- Apprenticeships and internships; there is a known skills gap between graduates who have just focused on academia and the professional 'corporate' skills required by industry to put you in front of a customer. The only way to address this and make your application stand out is to fill that gap, either by taking the initiative to gain those skills by taking every opportunity given to you by your university (I would attend leadership courses and lead societies), and/or actively seek the first step on the career ladder through opportunities such as apprenticeships and internships. An employer finds it easier (and cheaper) to bring an apprentice/intern into the consultancy as an analyst rather than seek an external applicant.
- Where possible attend industry related events; meeting you in person and just discussing 'all things cyber' is the best way to be remembered and sought-after. It will also give you an idea of what opportunities there are in the industry. Everyone knows the big corporate names but is there a smaller organisation or start-up you could apply for to bridge your experience gap? Especially over those long student holidays! ●

SENIOR CONSULTANT EGREMONT GROUP

Sherna joined Egremont Group in 2011 and is now a Senior Consultant specialising in people-centered business transformation. She is responsible for running performance improvement programmes in large multi-located organisations and has experience in the retail, leisure, utilities and financial services sectors. Her recent projects have taken her to Europe, Australia and the US.

SHERNA BHADRESA



2015

Promoted to Senior Consultant at Egremont Group

2013

Promoted to Consultant at Egremont Group

2011

Started working at Egremont Group as a Business Analyst

2011

Graduated from Durham University with a BA (Hons) in Economics

I'm a Senior Consultant at Egremont Group based in London. I joined as a Business Analyst in 2011 following the completion of my degree in Economics from Durham University and over the past six years I have worked across the world leading and supporting people-centred business transformation programmes. Now a Senior Consultant, I am responsible for running workstreams on large scale programmes, most recently for Walgreens and Snapfish in the US. I am currently working on a European Airport Security project.

Why did you choose a career in the industry?

9-5 office jobs have never appealed to me so I applied for Egremont Group's assessment centre during the final term of university and I haven't looked back. Egremont Group offered the perfect cultural fit, great training and a wide client base which I could get stuck into from the start. Starting as a Business Analyst I learnt the core skills of evaluating and diagnosing the problems within an organisation early on. Only once you have this information can you begin to formulate a successful plan for change. Moving on to become a Consultant in 2013, I began to own client relationships and co-create solutions, running problem solving workshops across the business up to Board level. At Egremont Group we transform large multi-located organisations, the work is complex and always challenging but ultimately the work we do is all about people. As a Senior Consultant it is my role to understand and explore how they work together, whether they understand and share common goals and finally to develop solutions for creating better ways of working which will make the business succeed. It is this focus on helping people realise their potential that drives me in my career.

What is a typical day like for you?

I always need to have a bag packed and my passport in my pocket! While working in the US I was based in Denver and responsible for approximately 300 stores in the Colorado area. Working in a team of 16 consultants, I led the roll out of a nationwide retail store transformation programme driving business performance improvement (sales and margin up, cost down) across the region. This comprehensive leadership development programme involved coaching the regional

leadership teams to become 'change agents' within the business who in turn would train all retail team members within the business right through to frontline shop floor workers. I ran problem solving workshops to co-create the solutions needed and in any one week I would personally develop the capability of hundreds of people across numerous cities.

We had to ensure that all client team members had the capabilities and skills they needed to drive the changes needed in the business. For such a large business, this meant reaching out to all staff and training them to the same level as their counterparts across the country, developing shared goals and targets. Working with them daily, continually developing and coaching them and then seeing them lead the transformation and deliver results has been a highlight of my career so far.

Choose a firm that is the best cultural fit for you, it is a people business and it starts with the people you work with.

What do you enjoy most about your job?

The variety and high energy nature of the work I do is the best part about it. In the last three years I have worked in San Francisco, Chicago, Detroit, Denver, Phoenix, Melbourne, Ireland and the UK! As a management consultant I know I am in a privileged position, analysing and diagnosing the root causes of problems within a business and then working with the client team to find the best solution. I enjoy this problem solving aspect of my role and the need to think on my feet. Working with team members who have carried out their job the same way for many years and then redefining their established practices is always going to be challenging. Getting to know them and working collaboratively to build solutions together is the best way to guarantee success. Egremont Group are passionate about collaborative working, doing away with the 'us

and them' mentality of consultants and clients. We embed ourselves within our client teams, working closely with team members so they own the solution and it can be sustained when we are no longer there. It is important to me to know that as well as doing an excellent job while on site we leave each client with the skills they need to carry on that work after we have left.

What would you like to achieve in the future?

As the working world becomes ever more virtual and separate, all companies face the challenge of harnessing the talent of their virtual teams. My experience working with a leading online retailer in San Francisco gave me a unique insight into the importance of the virtual team, with a network of essential employees spread across the world from India, Australia and Europe, all reporting in to the US. I am keen to explore how we can build and develop team working in this environment. While technology is being developed all the time that can help overcome many of the problems, not enough work is being done to understand how we use technology and time effectively. I'd love to explore the best way of building effective teams with a good leadership structure and better use of technology – it's a common challenge but few have cracked it.

Finally, here are my top tips for anyone wanting to get into the industry:

- Be energetic and don't be afraid to be ambitious.
- Seek out challenges and use them as a chance to learn and deepen your personal experience.
- Say yes to travel and working in other countries and industries – take yourself out of your comfort zone.
- Choose a firm that is the best cultural fit for you, it is a people business and it starts with the people you work with.
- Make sure your employer will help you to develop professionally and understands your need for personal development.
- Trust your own moral compass and look for a firm that does the best for the client, one that continues to add value in all its work and stays only where it is needed. ●

SENIOR CONSULTANT

LCP CONSULTING,

A BEARINGPOINT COMPANY

Daniel is a Senior Consultant at LCP Consulting, a specialist end-to-end supply chain consultancy. Daniel works with national and international retailers, manufacturers and non-government organisations to develop their supply chain strategy and improve their supply chain operations and execution. Daniel talks about what he does, why he does it and shares some advice on how you can get involved.

DANIEL HARVEY	
	
2016	Promoted to Senior Consultant
2015	Promoted to Consultant
2014	Joined LCP Consulting as a Consultant Analyst
2013	After several graduate roles, promoted to Senior Supply Chain Development Analyst
2012	Achieved a Distinction for Operations and Supply Chain Management MSc (University of Liverpool) and joined Morrisons as a Group Wide Graduate
2011	Graduated from the University of Liverpool with a 2:1 in Communication and Business Studies

Three years ago I was sat exactly where you are today, with a copy of this guide asking the same questions you are. Primarily, 'is consulting for me?'. If you want a challenging career with lots of exposure, the opportunity to develop a diverse range of skills and meet lots of new people, then yes – consulting is for you.

I first came across consultants in my role as a Senior Supply Chain Development Analyst at Morrisons. We engaged a consultancy to help us improve our supply chain operations and I was fascinated by what they did, how quickly they understood our business and how they worked with the business at all levels to develop opportunities – that was exciting, I wanted in.

Today, my role involves all manner of things and varies from day to day and from client to client. In summary, I do the following:

- **Delivering value to clients** – from building a supply chain model to assess different business options to presenting back key insight from a vast pool of cross-business data and information, process workshops and stakeholder interviews.
- **Building relationships** – internal to LCP, with clients and with the wider world. Primarily, making real connections with clients to deliver projects together in a sustainable and progressive way.
- **Managing projects** – from defining to finishing a project and everything in between; what we're going to do, how we're going to do it and who's going to do it.

What does a typical day in your current role look like?

8am – arrive at the LCP office or client site and have a quick catch up with the project team – review our upcoming milestones, assess whether we're on track and check how we are feeling.

9am – work with the team to identify trends and opportunities in mountains of data and information shared by the client – finding something that's going to put them on the edge of their seat.

11am – over a working lunch, run a workshop with the client leadership team looking at the new insight and brainstorming, what it could mean, how we might investigate it further or what the immediate changes are that we could make.

2pm – run an internal team debrief after the workshop; do we need to shift our focus, who do we need to speak to to get more information and what do we need to do to reach our next milestone?

4pm – alone time spent checking the project budget to see how we're doing against target, do we have some specialist expertise we need to bring in for particular activities and how might we mitigate any challenges we could face in our next client meeting?

6pm – head out for a beer with the team to celebrate a client meeting which generated excitement and enthusiasm for the opportunities available and gave the team the opportunity to present and deliver their work first-hand.

If you want a challenging career with lots of exposure, the opportunity to develop a diverse range of skills and meet lots of new people, then yes – consulting is for you.

What do you enjoy most about your job?

DRIVING CHANGE AND PROGRESS

As consultants there are many different ways we can influence and drive change, some more subtle than others. Client stakeholders will often seek advice on who in their team could become an advocate for an upcoming change, and how best to engage them. This can be very difficult; many organisations have established ways of working and creating a new normal is not always immediately welcome.

I also very much enjoy the more overt opportunities to drive change and progress, such as facilitating workshops. It is a real challenge getting multiple functional leaders in a room, with different remits and different performance measures and driving them to a consensus on how to approach a particular

opportunity – but that's the fun. Thinking on your feet and driving well-informed decisions and actions is key; further down the line, seeing change and improvement you've helped drive become reality is very rewarding.

LEARNING...QUICKLY

My favourite aspect of consulting is the sheer variety of organisations, ways of working, processes and people I encounter. It is vast and diverse and I must very quickly be able to establish effective relationships (from operational teams in a distribution centre to the Chief Financial Officer), understand how an organisation works and identify opportunity in line with their vision.

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

- **Create opportunity** – are there any events at your university or current organisation that you could attend to learn more or meet people in the consulting industry? Don't be afraid to reach out to people in your extended network and seek guidance, information or introductions (alumni, friends of friends, family...). Be innovative and fresh in how you approach these relationships; show you're smart and have something to offer.
- **Get involved** – many universities have consulting societies which share information and offer opportunities to learn core consulting skills.
- **Do your research** – what type of consultant do you want to be, what specialist skills does that consultant need? If you don't know what field you want to be in do some research on the different entry schemes available, which ones give you the chance to explore?
- **Be cognisant of your strengths** – understand the key skills consultants need and continue to develop your strengths, identify where you could improve and work on both.
- **Read this guide cover to cover** – this guide gives a fantastic first insight into the world of consulting – if it sparks your interest, pursue it – good luck! ●

PRINCIPAL CONSULTANT

OEE CONSULTING

As a Principal Consultant at OEE Consulting, Helen has found the varied and challenging career she always wanted and has been lucky enough to spend time working in the UK, Europe and America. She explains what led her to her current position and highlights some of the challenges the industry is currently facing.

HELEN MESKELL



2016

Promoted to Principal Consultant

2015

Joined OEE Consulting as a Senior Consultant

2012

Joined Lex Autolease as a Business Improvement Partner

2007

Joined RBS as a Project Consultant, promoted to Service Delivery Manager in 2010

2004

Graduated from the University of Central Lancashire with a BA (Hons) in Law with Business

A globe-trotting problem solver; I have been fortunate enough to enjoy my career in the UK, Europe and America and meet so many incredible people along the way. I have spanned retail, finance and consulting, experiencing roles from leading people, to devising and delivering customer service strategies and implementing change on a varied scale.

Why did you choose a career in the industry?

I wanted a career which saw me work with varied people, organisations and challenges and could take me anywhere in the world. Above all, a role which offered me continuous professional development with opportunities to test and hone new and existing skills. There is an element of mystery in consulting, I cannot describe what I will be working on in the next six months or where that assignment may be, I find this an exciting element of my job.

Every single day has new opportunities, challenges and a brand new agenda so I have to adapt quickly to the needs and priorities that day, whilst ensuring that I am focused on achieving the assignment objective.

What is a typical day like for you?

Groundhog Day will never happen in consulting.

It's important to try and blend in with the client; I work to develop relationships as if I am a direct company colleague of the business, so it can feel like having a new job every eight weeks.

Every single day has new opportunities, challenges and a brand new agenda so I have to be able to adapt quickly to the needs and priorities that day, whilst ensuring that I am focused on achieving the assignment objective. Businesses just do not work to milestones and whilst having a plan is

essential to delivering a project on time, you have to be prepared to deviate from the plan, and of course correct very effectively later.

What do you enjoy most about your job?

When you reflect on your time in a business, there are always two key areas of satisfaction:

1. The evolution of an environment from the point you walk through the door to the day you leave. It is a different experience for everyone you meet, and is extremely satisfying, particularly when you support someone with an independent professional goal.
2. Every assignment offers a different personal journey, creating new development opportunities. This can range from learning about a new industry, to refining skills already in your toolkit, all the way through to overcoming a personal challenge. You carry these beneficial learnings into your next assignment, continually building on your own personal growth.

What would you like to achieve in the future?

I would love to be able to lead others in this environment, enhancing their capabilities and enjoying their journey as much as my own.

What are the current challenges the industry faces?

Markets evolve at different rates, you have to be a chameleon, expecting the unexpected. One day you can be implementing 'the basics,' and the next be designing the future.

The pace of change is particularly prevalent in the digital space and all industries are seeing

Go online for more profiles:
www.insidecareers.co.uk/man

the benefits of capitalising on technology, particularly to implement effective process improvements and communication modelling. But designing their operation to optimise technology when yesterday's advances are seemingly out of date today is a challenge, not to mention the ever-growing budgetary challenges for IT spend.

Furthermore, from a consultant's perspective, it is a challenge to keep abreast of all the moving parts of today's technology sector growth whilst preparing for tomorrow's world.

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

1. Constructive engagement is key, delivering a challenging message well is an art, and not one that is perfected overnight. Building and refining your communication skills is definitely a must.
2. Whilst not essential, it's beneficial to have some experience and understanding of the mechanics of operations. When arriving on site, you have very little time to understand the business, it's good to have the basic flow as a starting point, and the business nuances just connect the dots.
3. Learn to love the gym. A lifetime on the road, eating out or restaurant food most evenings can play havoc with your clothes size. Finding time to exercise a few times a week certainly keeps it in check though. ●

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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. It is responsible for setting professional standards of competence for members and supporting consultants through qualifications, awards and learning resources including its 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 robust and includes endorsement by client references. That helps CMCs stand out and demonstrate 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
+44 (0)153 620 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 and 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 **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.

The course will cover the following units:

- Introduction to business support
- Develop effective business support relationships with clients
- Enable the client to analyse the business and 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.

Everything you need to know about the profession:
www.insidecareers.co.uk/man

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 competencies, 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 £5.5 billion in 2015, employ more than 45,000 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 just under 28% 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 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 declare their commitment to the Consulting Excellence scheme.

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 2017 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.

A-Z of top consultancy firms:
www.insidecareers.co.uk/man

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 delivers 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 2016/17 include:

- The Real Power of Goals
- Essential Leadership: What it takes to be a Charity Trustee
- Making Networking Work
- Thinking Your Way to Success
- The Future of Energy
- Transport Infrastructure
- How to persuade anyone to do anything (well almost).



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 ●

Routes into consultancy:
www.insidecareers.co.uk/man



Stephen George – Public Sector Consultant with Grant Thornton

The Young MCA offers young consultants the chance to engage with their industry and peers at other member firms. This might include learning about the consulting market at large, how different firms approach problems or an industry sector in particular. Participating in the Young MCA gives you exposure beyond the walls of your firm or your clients. Above all, it offers you a shortcut to a network of hundreds of young consultants in the UK.

To make the most of the Young MCA, and benefit from professional development opportunities, get involved with all the network has to offer. This could be via attending events, getting to know other networks the Young MCA has relationships with, representing the consulting industry at university or schools events, or wider volunteering initiatives and social gatherings.

In the past, we have run events on the future of the retail industry, transport infrastructure, and the challenges and opportunities facing female consultants returning to work. Many events focus on imparting valuable professional skills, such as public speaking, leadership and goal-setting.

I have been a member of the Executive committee for a year and involved in the Young MCA for three years. It has been a pleasure to expand my knowledge of the consulting industry, grow my network and my skills and meet some of the friendliest young consultants. Get involved; you will soon be glad you gave it a go!

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JOB FINDER

>

accenture

High performance. Delivered.

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, innovating with leading-edge technologies or offering better customer experiences. We partner with more than three-quarters of the Fortune Global 500, driving innovation to improve the way the world works and lives.

We examine a client’s organisation to solve their toughest challenges, working out how best to improve them 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 great ideas, it’s also about successfully delivering transformational outcomes for a demanding new digital world.

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. Combining unmatched experience and specialised skills across more than 40 industries has enabled us to deliver ground-breaking solutions and new innovative technology that impacts millions of lives every day.

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.

We have a strong Diversity & Inclusion agenda, focused on enabling our employees to be themselves and use their unique talents to make a difference in the world. As a graduate, you’ll be encouraged to explore your passions, both in and out of the workplace, and nurtured to develop your skills.

To apply visit www.accenture.com/ukgraduates ●

No. of employees
411,000 worldwide

Type of consultancy
Strategy and Technology

Opportunities available
✓ GRADUATE JOBS
✓ INTERNSHIPS
✓ PLACEMENTS

No. of graduate jobs
500+

No. of undergraduate opportunities
Varies

Disciplines recruited from
Multiple disciplines, please see website

Offices recruited into
Edinburgh, London, Manchester and Newcastle



For application deadlines, the latest jobs and events visit:
www.insidecareers.co.uk

Alfa

About Alfa
Formerly CHP Consulting, Alfa is the provider of Alfa Systems, the number one software choice for asset finance companies worldwide.

Alfa Systems is at the heart of some of the world’s largest and most innovative asset finance companies. Our implementations revolutionise our clients’ businesses, and our track record is exceptional. We’ve been completing complex projects all over the globe since 1990.

Our Junior Consultants are recruited from graduates of the highest calibre across all disciplines. New recruits are given an intensive induction into areas such as the asset finance industry, software development and consultancy skills, before being assigned to a project where they can put their training into practice. Supervised at all times by more experienced consultants, recent joiners will find that the open culture means they also have easy access to senior managers and directors for discussion and guidance. With some help from their colleagues, our newest consultants will be helping to change the way businesses work from the very start of their career.

With over 40 clients in 18 countries, Alfa has our headquarters in London and has offices in Europe, Asia-Pacific and the United States. ●

No. of employees
320

Type of consultancy
IT

Opportunities available
✓ GRADUATE JOBS

No. of graduate jobs
20-25

Disciplines recruited from
All degrees considered

Offices recruited into
London (HQ), Europe, USA and NZ



For application deadlines, the latest jobs and events visit:
www.insidecareers.co.uk

ATKearney

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 43 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. ●

No. of employees
3,500

Type of consultancy
Strategy and
Operations/Implementation

Opportunities available
✓ GRADUATE JOBS

No. of graduate jobs
No set quota

Disciplines recruited from
Numerate disciplines

Offices recruited into
London



For application deadlines, the latest jobs and events visit:

www.insidecareers.co.uk

BAE SYSTEMS

INSPIRED WORK

At BAE Systems, we provide some of the world's most advanced, technology-led defence, aerospace and security solutions, employing a skilled workforce of some 83,100 people in over 40 countries. Working with customers and local partners, we develop, engineer, manufacture and support products and systems to deliver military capability, protect national security and people and keep critical information and infrastructure secure.

As one of the world's most innovative companies, we can offer you an exciting and fulfilling career. By demonstrating your passion and enthusiasm to improve within a chosen field, you will receive the support you need to be creative and pioneering throughout your development. That's how you can set the stage for an amazing future with us.

The Graduate Development Framework (GDF) is our two year scheme which develops people who are passionate about their chosen field. As our largest scheme we have a variety of business and engineering opportunities available.

Alongside this, BAE Systems Applied Intelligence offer a range of early career positions in Consulting, Engineering and Project Management roles. You will be involved in supporting the delivery of solutions which help our clients to protect against cyber threats and enhance their critical assets in the connected world.

The Finance Leader Development Programme (FLDP) is our five year fast-track graduate scheme which seeks to prepare you to become a Finance Director of the future within the organisation. Finance underpins everything we do – so it is vital that we find and nurture our future finance leaders.

Sigma is our three year fast-track leadership programme created for people of the very highest potential. With only a few places available each year you will be provided with a breadth and depth of knowledge from across multiple business areas to develop as engineering and business leaders of the future. ●

No. of employees
83,100

Type of consultancy
Defence, Aerospace and Security solutions

Opportunities available
✓ GRADUATE JOBS
✓ INTERNSHIPS
✓ PLACEMENTS

No. of graduate jobs
200

No. of undergraduate opportunities
150

Disciplines recruited from
Various degree disciplines – please refer to www.baesystems.com/graduates for further information

Offices recruited into
Multiple across the UK



For application deadlines, the latest jobs and events visit:

www.insidecareers.co.uk



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 non-profits. 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. ●

- No. of employees**
14,000
- Type of consultancy**
Strategy
- Opportunities available**
 - ✓ GRADUATE JOBS
 - ✓ INTERNSHIPS
 - ✓ INSIGHTS
- No. of graduate jobs**
No set quota
- No. of undergraduate opportunities**
No set quota
- Disciplines recruited from**
All degrees considered
- Offices recruited into**
London and 84 other offices worldwide



For application deadlines, the latest jobs and events visit:
www.insidecareers.co.uk



Charles River Associates is a leading global consulting firm that offers economic, financial and strategic expertise to major law firms, corporations, accounting firms and governments around the world.

With proven skills in complex cases and exceptional strength in analytics, CRA consultants have provided astute guidance to clients in thousands of successful engagements. We offer litigation and regulatory support, business strategy and planning, market and demand forecasting, policy analysis, and risk management consulting.

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.

We are seeking highly motivated and energetic final year undergraduate, graduates, Masters 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.

Training: Learning is a priority for our people. CRA's training portfolio was designed to support the outstanding capabilities of our consultants while keeping employee advancement top of mind. Through a diverse menu of learning modalities, our integrated development model focuses on building key skills, mastering tools and developing relationships critical to each stage of your career. Our learning model will introduce behaviors and expectations at every stage of your career. Foundations for each of CRA's core competencies are built early in your career track and then the development focus shifts as you grow. ●

- No. of employees**
750
- Type of consultancy**
Economic
- Opportunities available**
 - ✓ GRADUATE JOBS
 - ✓ INTERNSHIPS
- No. of graduate jobs**
Varies
- No. of undergraduate opportunities**
Varies
- Disciplines recruited from**
Economics, business, life sciences and engineering
- Offices recruited into**
London, Brussels, Munich, Lucerne and North America



For application deadlines, the latest jobs and events visit:
www.insidecareers.co.uk



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 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 2018 – April and September – and are also accepting applications from final year students looking to defer until April 2019.

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.

How to apply

Please send through a CV and covering letter explaining why you'd like to meet us to careers@cilconsultants.com. Please state clearly which office (London or Frome) and intake (April 2018, September 2018 or April 2019) you are applying for. ●

No. of employees

70

Type of consultancy

Strategy

Opportunities available

- ✓ GRADUATE JOBS
- ✓ INTERNSHIPS

No. of graduate jobs

20

No. of undergraduate opportunities

8

Disciplines recruited from

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

Offices recruited into

London and Frome, near Bath



For application deadlines, the latest jobs and events visit:

www.insidecareers.co.uk



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

We work across diverse markets, including: business services, financial investors, healthcare, transport, software & IT services and TMT. We provide strategic, operational and due diligence support to these markets, advising corporates, public sector organisations, not-for-profits and global Private Equity houses.

We believe the Credo culture is critical to our success. We have a flat management structure, an open and supportive office atmosphere and our smaller case teams mean greater responsibility early on.

Dynamic environment

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

At Credo, we have an inclusive approach to developing the business. You might work alongside a Partner on a proposal, manage our research budget or become involved in recruitment – offering important experience beyond case work.

Training and progression

New joiners are supported by a week-long induction programme, and continuous improvement is achieved through Quarterly Training Days. Associate Consultants undertake external training on Financial Analysis, whilst Senior Consultants 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. These are entirely based on merit and not dependent on firm performance, meaning the speed of your progression is up to you. ●

No. of employees

70

Type of consultancy

Strategy

Opportunities available

- ✓ GRADUATE JOBS
- ✓ INTERNSHIPS

No. of graduate jobs

10+

No. of undergraduate opportunities

c. 5

Disciplines recruited from

All degrees considered

Offices recruited into

London and Dubai



For application deadlines, the latest jobs and events visit:

www.insidecareers.co.uk

HYMANS ROBERTSON

Brighter futures aren't down to chance

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

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

At the heart of it all are our relationships – with our clients and colleagues. We form genuine, collaborative relationships that last.

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 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. ●

No. of employees
750

Type of consultancy
Financial and Investments

Opportunities available
✓ GRADUATE JOBS
✓ INTERNSHIPS

No. of graduate jobs
20+

No. of undergraduate opportunities
15+

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

Offices recruited into
London, Birmingham, Edinburgh and Glasgow



For application deadlines, the latest jobs and events visit:

www.insidecareers.co.uk



L.E.K. Consulting is a global strategy 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.

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. ●

No. of employees
c. 1,000

Type of consultancy
Strategy

Opportunities available
✓ GRADUATE JOBS
✓ INTERNSHIPS

No. of graduate jobs
c. 35

No. of undergraduate opportunities
c. 6

Disciplines recruited from
All degrees considered

Offices recruited into
London



For application deadlines, the latest jobs and events visit:

www.insidecareers.co.uk

Marakon

About us

We are a leading strategy consulting firm with over 35 years' experience helping CEOs and their teams build stronger, more successful organisations. Our clients hire us when their ambitions are high but the way forward is unclear, and when long-term success is as important as immediate impact.

Opportunities available

By joining Marakon you will work with leading global companies on the greatest strategic challenges they face, providing diverse opportunities to develop and the skills for you to have lasting impact. But you won't be on your own: at Marakon, you will be part of a firm that places huge emphasis on supporting you throughout your career. In your first two years, you will receive over 300 hours of formal training to get to grips with strategy, finance, communicating with impact and stakeholder engagement. Throughout, you will receive mentoring from a dedicated buddy and senior coach to help you fulfil your potential, and enjoy annual Worldwide Associate Conferences with your peer group and external experts.

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. ●

No. of employees
80 worldwide

Type of consultancy
Corporate Strategy

Opportunities available
✓ GRADUATE JOBS

No. of graduate jobs
4-6

Disciplines recruited from
All degrees considered

Offices recruited into
London



For application deadlines, the latest jobs and events visit:
www.insidecareers.co.uk

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 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! ●

NERA

ECONOMIC CONSULTING

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 and regulatory 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, Masters and final-year undergraduate students. Visit www.nera.com/careers to apply.

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. ●

No. of employees
500

Type of consultancy
Economic

Opportunities available
✓ GRADUATE JOBS
✓ INTERNSHIPS

No. of graduate jobs
20-25

No. of undergraduate opportunities
10

Disciplines recruited from
Economics and finance

Offices recruited into
Europe, Asia Pacific and US



For application deadlines, the latest jobs and events visit:

www.insidecareers.co.uk

OC&C

Strategy Consultants

'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 30 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).

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. ●

No. of employees
500

Type of consultancy
Strategy

Opportunities available
✓ GRADUATE JOBS
✓ INTERNSHIPS

No. of graduate jobs
No set quota

No. of undergraduate opportunities
No set quota

Disciplines recruited from
All degrees considered

Offices recruited into
London



For application deadlines, the latest jobs and events visit:

www.insidecareers.co.uk



About us

Roland Berger is the leading international consultancy of European origin, with over 2,500 employees working across 50 offices. We serve top clients on challenging assignments across all major markets, taking pride in developing creative strategies and supporting the implementation of practical solutions.

The London office's main practice areas are Aerospace & Defence, Private Equity, Engineered Products, Healthcare and Transportation. Additionally, we offer functional expertise in Financial Investor support, Operations, Restructuring and War-Gaming.

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. Our London office has a diverse and inclusive culture and here you're not just part of a team, you actively help shape it – both professionally and personally.

Junior Consultant role

From day one you will be immersed in the way we work. With a small office feel you will be working directly with Partners and clients, and taking on responsibility quickly. Typically, you will be exposed to a wide range of projects, from which you will gain a broad range of industrial and functional expertise. Areas of involvement include making action and business-orientated recommendations, gathering and analysing data, interviewing stakeholders and experts, developing ideas for slides and building complex models.

Training and development

We have a comprehensive training and development scheme. New entrants will benefit from a two-week induction programme covering consulting skills, an introduction to our corporate culture and a great opportunity to network. You will have the opportunity to participate in up to three formal training programmes per year, as well as monthly in-house training sessions. These training sessions, together with our mentoring programme, are designed to ensure you have continued support to reach your full potential. ●

No. of employees
2,500+

Type of consultancy
Strategy

Opportunities available
✓ GRADUATE JOBS
✓ INTERNSHIPS

No. of graduate jobs
5-8

No. of undergraduate opportunities
Varies

Disciplines recruited from
All degrees considered

Offices recruited into
London



For application deadlines, the latest jobs and events visit:

www.insidecareers.co.uk



Sysdoc is an innovative specialist consultancy that works with clients to deliver successful and sustainable business transformation and change. Since our formation in 1986, we have supported a large global client base, including major corporate, government and public sector organisations, to successfully address their most complex business challenges.

We deliver practical and innovative solutions that drive significant improvement in business performance. Our leading edge multi-media approach to engaging people in learning and our expertise with customised SharePoint solutions have led to multiple global awards. Have a look at our case studies pages to see real examples of our successes.

The Sysdoc team comprises experienced consultants, bringing fresh thinking, expertise and energy to deliver measurable and sustainable results; be it in a project, business as usual or advisory capacity. We guarantee our delivery, and our clients rate us highly.

What makes Sysdoc special is our people. They have enabled us to build a thriving global business that is founded on collaborative interpersonal communication and strong relationships.

Our people work in partnership with our clients. They have strong analytical and strategic skills, and experience in a wide range of industries, technologies and systems. They can quickly understand how your business, people and systems operate, and therefore assess and understand your requirements.

We treat our people well and they stay with us – as celebrated by an award for innovative Human Resource practices. ●

No. of employees
c. 100

Type of consultancy
Business Process Documentation;
Change Management and Training

Opportunities available
✓ GRADUATE JOBS
✓ INTERNSHIPS

No. of graduate jobs
c. 10, see careers website

No. of undergraduate opportunities
Varies
















Disciplines recruited from
All degrees considered

Offices recruited into
Central London (with work nationwide)



For application deadlines, the latest jobs and events visit:

www.insidecareers.co.uk

Company	No. of employees	Type of consultancy	Offices recruited into	TYPE OF OPPORTUNITIES				No. of graduate jobs	No. of undergraduate roles	Further info (page)		Company	No. of employees	Type of consultancy	Offices recruited into	TYPE OF OPPORTUNITIES				No. of graduate jobs	No. of undergraduate roles	Further info (page)
				Graduate jobs	Internships	Placements	Insights									Graduate jobs	Internships	Placements	Insights			
 accenture High performance. Delivered.	411,000	Strategy and Technology	Edinburgh, London, Manchester and Newcastle	✓	✓	✓	✗	500+	Varies	62		 HYMANS ROBERTSON	750	Financial and Investments	London, Birmingham, Edinburgh and Glasgow	✓	✓	✗	✗	20+	15+	70
 Alfa	320	IT	London, Europe, USA and NZ	✓	✗	✗	✗	20-25	–	63		 L.E.K.	c. 1,000	Strategy	London	✓	✓	✗	✗	c. 35	c. 6	71
 ATKearney	3,500	Strategy and Operations/ Implementation	London	✓	✗	✗	✗	No set quota	–	64		 Marakon	80	Corporate Strategy	London	✓	✗	✗	✗	4-6	–	72
 BAE SYSTEMS INSPIRED WORK	83,100	Technology	Nationwide	✓	✓	✓	✗	200	150	65		 NERA ECONOMIC CONSULTING	500	Economic	Europe, Asia Pacific and US	✓	✓	✗	✗	20-25	10	74
 BCG	14,000	Strategy	London and worldwide	✓	✓	✗	✓	No set quota	No set quota	66		 OC&C Strategy Consultants	500	Strategy	London	✓	✓	✗	✗	No set quota	No set quota	75
 CRA Charles River Associates	750	Economic	London and worldwide	✓	✓	✗	✗	Varies	Varies	67		 Roland Berger	2,500+	Strategy	London	✓	✓	✗	✗	5-8	Varies	76
 MANAGEMENT CONSULTANTS	70	Strategy	London and Frome, near Bath	✓	✓	✗	✗	20	8	68		 *sysdoc	c. 100	Specialist	London	✓	✓	✗	✗	c. 10	Varies	77
 CREDO	70	Strategy	London and Dubai	✓	✓	✗	✗	10+	c. 5	69												

Publisher: Cambridge Market Intelligence Ltd, Thornton House, Thornton Road, Wimbledon, SW19 4NG.
T: 0208 405 6412 | www.insidecareers.co.uk

Editorial: Katie Crane

Associate Publishers: MCA, 5th Floor, 36-38 Cornhill, London, EC3V 3NG | T: 020 7645 7950

Institute of Consulting, 4th Floor, 2 Savoy Court, Strand, London, WC2R 0EZ | T: 020 7497 0463

Acknowledgments: We are indebted to the MCA and the Institute of Consulting for their support, in particular to Alice Newton, Luke Cummings and Tristan Garrick for their help throughout the preparation of the guide and for reviewing the text for balance and accuracy.

ISBN 978-1-911394-04-4

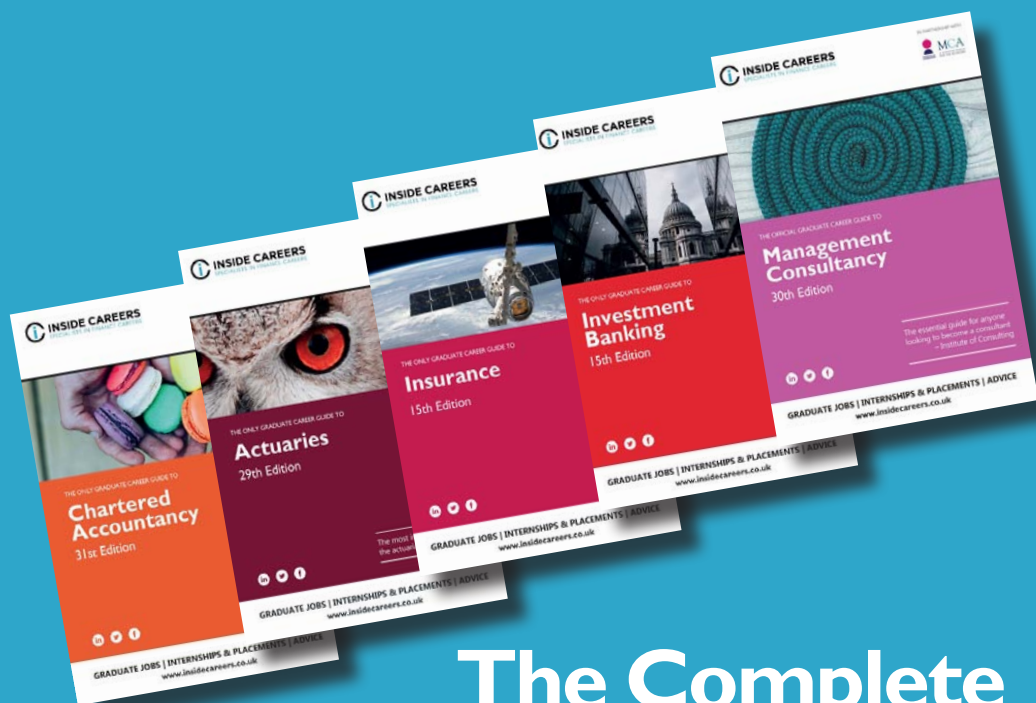
Printed and bound in the UK by Cambrian Printers, Aberystwyth

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- Researching recent economic trends in a developing nation
- Hashing out the details of a client presentation with a teammate
- Coffee break
- Delivering answers to our clients on what matters most to them
- Having dinner with my friends at my favorite restaurant

BUILD. CONNECT. GROW. [BCG.COM/
CAREERS](https://www.bcg.com/careers)



The Complete Finance Range

