

A positive force for the economy

*How management consultancies are
taking action in response to a
changing business outlook*

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This report is published alongside *The UK Consulting Industry 2009 - Trends from 2008 and outlook for 2009*, the definitive guide to the industry produced annually by the Management Consultancies Association (MCA).

The MCA's annual industry report provides the most comprehensive analysis and data available on the UK consulting industry, including fee income by sector, service line and consulting industry segments, together with key operational metrics. It also features the winning case studies of the 2009 MCA Management Awards, demonstrating the positive results that can be achieved for business and the wider economy through working with consultants, and extracts from over fifty interviews with leaders in the consulting industry.

Published jointly by the MCA and Management Consultants' News (owned by NCC) and written by Fiona Czerniawska, Head of Research at the MCA and a leading commentator on the consulting industry, this report provides an authoritative picture of one of the world's largest consulting markets.

To find out more and purchase the 2009 industry report visit www.mca.org.uk/reports



Preface

A positive force for the economy

Recessions test us all. Management consultancy is no exception. UK-based consulting firms are now working harder than ever to win business, keep business and to deliver full value to their clients. The economic climate is tough – and it has got tougher since this data for 2008, on which these articles are based, was collected and analysed.

But recessions can also be times when we discover our mettle. The story told in this report is of an industry that has responded quickly and imaginatively to meet new needs and challenges.

Thousands of businesses and organisations have now been helped to deal with these difficult times through sensible and constructive use of consultancy. And others are already equipping themselves for better times to come – or simply gaining advantage over competitors in the meantime – in partnership with MCA member companies.

This recession – quicker to spread and more comprehensive in its impact than many others – demonstrates the extraordinary importance to our economy of the expert and vibrant consulting industry that the UK now enjoys.

Management consultancy is also an increasingly significant earner for Britain abroad – nearly £1bn in 2008. UK-based consultants have a high reputation around the world. As the recent report from the Government's Professional Services Global Competitiveness Group noted: "UK management consultancy is a world leader."

The winners and shortlisted companies in this year's MCA Management Awards can tell this story with pride. Details of some of their case studies are included in this report.

More than ever, consultancy is a positive force for the UK economy.

A handwritten signature in black ink, appearing to read 'Jan Gower'. The signature is stylized and fluid.

Jan Gower,
President, MCA

2008 – A summary

Demand for consulting is, in many ways, a bellwether for economic well-being.

The storm which hit the UK economy full force in 2008 has had a substantial impact both on consulting firms and the organisations with which they work. Compared to previous recessions, this one appears to have hit with unprecedented speed and ferocity. Financial services, one of the most important markets, has seen demand for consultants fall by 6 percent, while manufacturing demand has fallen by 3 percent.

Despite this, the UK consulting industry grew by 5 percent overall in 2008. Much of this can be attributed to a substantial rise in the use of consultants to increase productivity, boost performance and cut costs. Demand for business process re-engineering rose by 31 percent and operations consulting by 19 percent, as consulting firms adapted their services to help clients meet the economic challenges. UK organisations have cut back the rate at which they invest in technology and large-scale restructuring (IT consulting grew by only 4 percent, compared to 16 percent in 2007, and programme management rose by 2 percent, as against 8 percent in 2007). However, demand for environmental consulting almost doubled, suggesting that organisations, although battling with urgent financial challenges, remain capable of taking a longer-term view.

As a result of a more disciplined approach to procurement, purchasing of consulting in central government increased only marginally in 2008, and was down by 7 percent among executive agencies and other non-departmental public bodies. Some other areas saw increases.

These changes have taken the total fee income of MCA member companies to £6.3 billion, up from £6 billion in 2007 on a like-for-like basis. As the MCA estimates its members represent 70 percent of the UK consulting industry, this means that the total industry in the UK is worth approximately £9 billion and employs more than 55,000 people. With UK consulting more in demand than ever across the world, the industry also contributed almost £1 billion to the UK balance of payments.

Consulting firms continue to be a positive force for the economy, but they are not immune to the crisis. Most firms believe that the scale of contraction in many sectors means that demand for consulting will inevitably shrink in 2009, with continuing growth in performance improvement work being overtaken by falls in strategy, HR and IT-related consulting. For consulting firms, like their clients, the next 12 months will be among the most challenging they have ever seen; survival will depend, not just on controlling costs, but on effectively demonstrating the value of their services.



Uncharted territory

Working with more than 90 percent of both the FTSE100 and the FTSE250, MCA members are well-placed to observe the speed as well as the scale with which organisations have been affected by this recession.

Previous recessions broke over the UK economy gradually, rolling across one sector after another over a period of many months. Even in the most recent, post-millennium downturn, consulting firms noticed that there was a gap of 18 months between demand falling in the financial services sector and in manufacturing. Indeed, by the time the market for consulting was contracting among manufacturing companies it was on the rise in investment banks.

While this current recession has so far followed the same broad pattern, it differs from the experience of 2002-03 in two important respects:

- **The impact has been much more rapid.** To most consulting firms, the first half of 2008 felt like a continuation of 2007, with demand growing at a steady, but not exceptional, rate. Although everyone sensed storm clouds gathering, there was little evidence of them affecting business outside a relatively circumscribed part of financial services. That feeling changed in the second half of the year; a quiet summer was followed by a final quarter in which projects were cancelled and capital expenditure slashed across many sectors.
- **The manufacturing sector began making cut-backs much earlier.** Driven by a combination of better information, more responsive supply chains and the lingering memory of the early 1990s, manufacturing companies moved quickly to avoid being left with surplus stock as consumer expenditure collapsed.



The fee income of MCA member firms reflects this: the market for consulting in the financial services sector has fallen by 6 percent and in manufacturing by 3 percent (Figure 1). However, other important markets, notably resources and energy, and telecoms, high tech and media, which did not feel the full force of the recession in the second half of 2008, have continued to grow.

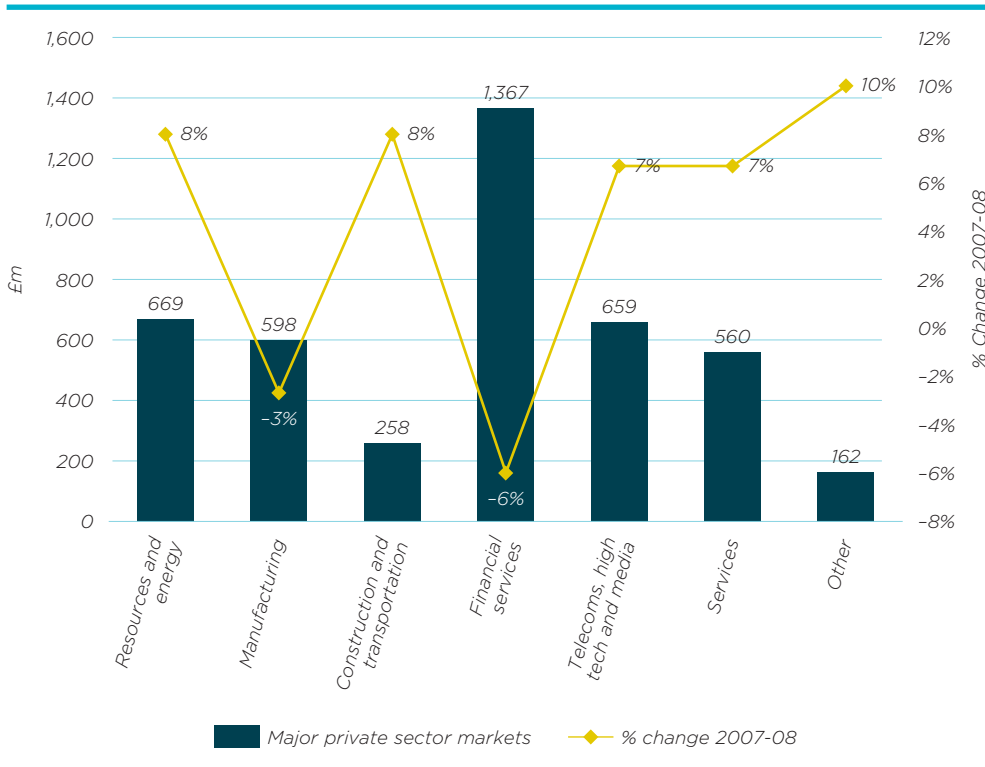


Figure 1: Changes in the composition of MCA fee income, by major private sector market (£m and %)

"The credit crunch is affecting every area of the economy. One of our manufacturing clients saw a 40 percent fall in orders because their customers couldn't raise the money for planned investments that would have used our client's products. Everyone's battenning down the hatches."

John Oakland, Oakland Consulting

Most obvious among the changes has been the intense focus amongst clients on cutting costs. Here, it is the scope which has been significant. Initiatives range from the mundane (curbing travel) to the massive (restructuring), from the simplistic (across-the-board lay-offs) to the sophisticated (the cancelling of selective projects). Some initiatives have homed in on inefficient processes and operations, while others are exploring technology-based solutions.

“We’re working flat out in corporate restructuring; 80 percent of our projects have a significant cost reduction element.”

Steve Varley, Ernst & Young

Although cost reduction is clearly a matter of survival for some organisations, it has become the obsession of all of them, almost to the exclusion of any other management activity. This is partly because savings are proving far harder to find this time around. Functions have already been outsourced; expensive people have been replaced by cheaper technology. A succession of tools, from business process re-engineering to Lean and Six Sigma, have left organisations far leaner than they were going into the downturns in 1991-92 or even 2002-03.

The other cause of this intense focus on costs is uncertainty. Previous recessions seemed bad, but none in living memory has acquired the quite apocalyptic feel of this one. Dismal economic forecasts, which early last year could be dismissed as media speculation, are now founded on facts: steeply rising unemployment, budget deficits used to bail out the banking sector, a retail price index that shows negative growth for the first time in 50 years. Organisations which cannot gauge how deep the recession will be or how long it will last, can only cut costs. Even spending to save is hard to justify when you cannot calculate the cost of capital, and investment for the future is frequently out of the question because no one can see, let alone measure, the rate of return.



A positive force for the economy

The role of consultants in this present recession is proving very different to that which they occupied in the 2002-03 downturn. Then, a toxic mixture of low returns from the massive investment in enterprise resource planning systems and the Year 2000 (millennium bug), together with the implosion of the dotcom bubble, meant that consultants were one of the main targets of media criticism, blamed for being the uncritical evangelists of the e-business revolution.

The consulting industry finds itself in a different position this time around. Having spent most of the last five years working on important and more grounded projects to improve organisational performance, consulting services are still in demand, with MCA fee income growing by 5 percent in 2008. While the industry is certainly growing more slowly than previously (Figure 2), it has certainly not suffered the catastrophic collapse in demand seen by some law and corporate finance firms.

So why has the consulting industry proved more resilient?

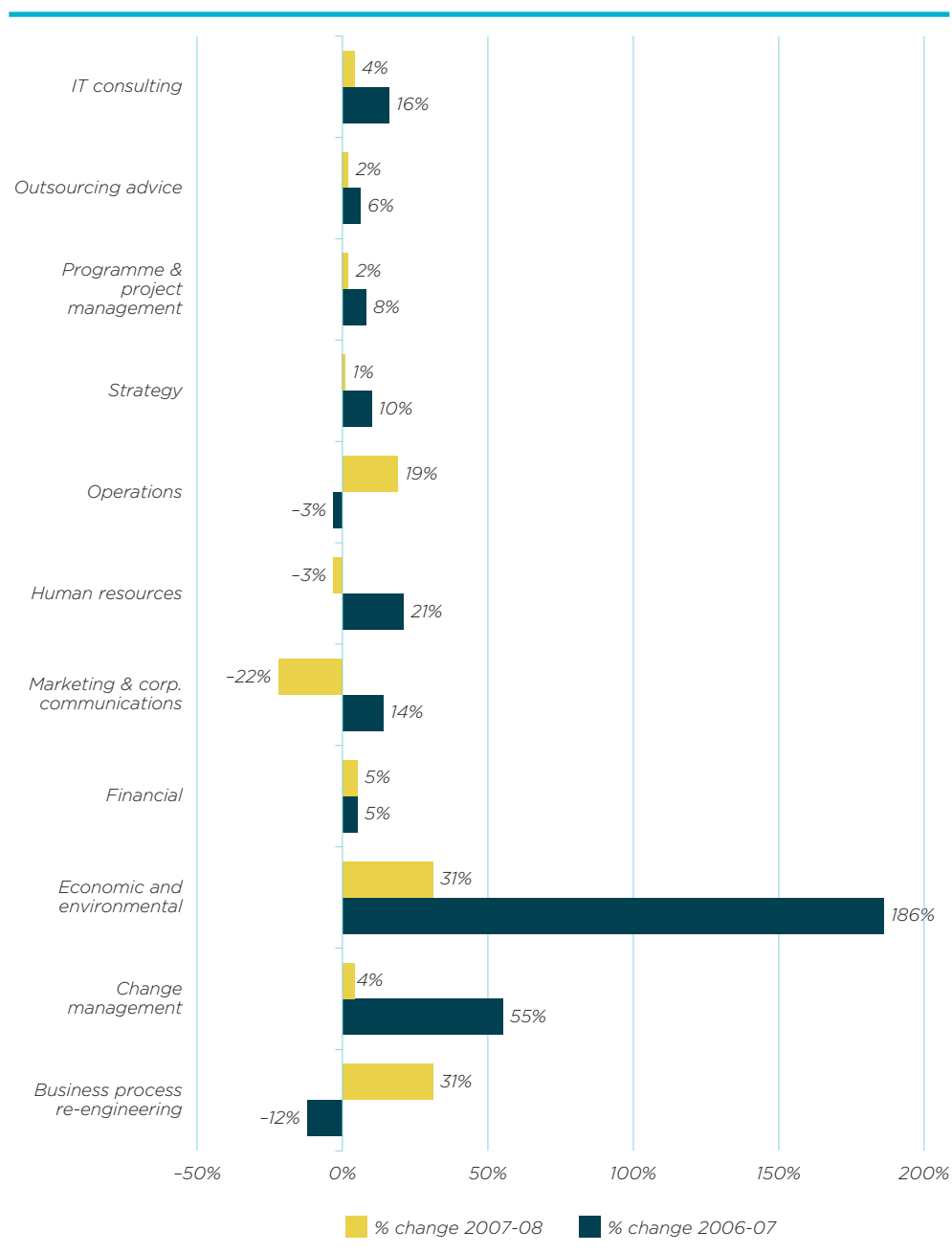
Since the dotcom debacle, the overwhelming majority of consulting firms have been involved in performance improvement work. This is a broad church – it encompasses everything from strategic and operational reviews, through implementation of new processes and technology, to help with outsourcing. The fact that so much work had been done in this area meant that consulting firms already had the tools and experience clients were looking for when the recession started to take effect.



Figure 2: Growth rates in like-for-like UK management consulting fee income 1996-2008 (%)

If anything, consulting firms are now being called in at an earlier stage to help save failing companies. Traditionally, there has been a significant gap between management consulting (generally bought by companies that believe themselves to be underperforming but which still clearly have profits to invest) and turnaround support (only bought when a company's back is against the economic wall). That was already changing before the recession struck, but it has been reinforced in 2008 – interventionist banks and the industry's track record in operational improvement both contributed to a 19 percent growth in operations consulting and 31 percent growth in business process re-engineering work (Figure 3).

Figure 3: Comparing the % rates of growth by consulting service line, 2006-07 and 2007-08



Consulting firms have also been at the forefront of helping organisations understand, measure and improve their impact on the environment. Despite the recession, this has continued to be an area in which organisations are still prepared to invest – demand here for consulting support has almost doubled in the last year.

Although it flies in the face of popular wisdom, another reason why organisations have been turning to consultants is that they may help to save jobs. Reining back expenditure in some areas can mean increased investment elsewhere; making painful cuts quickly may secure a company's long-term future.

Performance improvement consulting is therefore just as much about the allocation of resources and prioritisation as it is about taking costs out. Indeed, where savings are proving increasingly hard to find, managing the top line is as important as managing the bottom line. Consultants have become a sounding board for business leaders who know they have to prepare for recovery as much as adapt to the recession. How can they avoid compromising customer service? How can they be smarter about the way they develop new products? How can they reduce their prices selectively, rather than discounting indiscriminately?

The consulting industry has used the buoyant market of the last five years to invest in specialist tools and sources of data to help clients with this type of decision-making. Most economic studies, even most benchmarking data, assume that the past is a fair and reasonable guide to the future. But, in a climate where the old rules no longer apply, the fact that consultants' data is distilled from their immediate and practical experience makes it especially valuable.

Consulting support also continues to be sought where clients are involved in very large-scale, complex programmes of work, most of which are critical to clients' long-term success. During the 2002-03 downturn clients might have chosen to economise by using their own people or freelance consultants to manage such projects. That is not the case today – demand for programme management consulting from established consulting firms, which have brought large and complex projects to a successful conclusion, is still growing, albeit at a slower rate than previously.

"We de-risk projects. Because we've done that kind of work before, we know what pitfalls to avoid and what the critical success factors are. Clients don't want to pull the plug on their investment, but they do want to ensure they realise the benefits."

Neil McClumpha, The Berkeley Partnership

Another advantage consultants bring is short-term flexibility. Although the recession has driven some entire businesses to the wall, most organisations are a patchwork of performance: some business units are doing well and need investment, while in others sales have been turned off like a tap. The first response is to move people from one area to another – no manager wants to lay people off unnecessarily but their skills do not always match what is required. Try as they might, organisations find themselves trying to drive square pegs into round holes. Consulting firms help in two ways. First, they provide highly specialised skills for a short period of time, enabling organisations to begin work on projects while they redeploy and retrain their staff to avoid the costs and risks associated with recruitment. Second, consultants can help with the training itself, passing on their expertise so that clients can do more work for themselves.

"In an environment where no one really knows what will happen next, there's a lot of interest in using our skills to help organisations develop their own problem-solving abilities."

Keith Bissett, Bourton Group



"The core value we bring is fact-based decision-making: helping organisations take better decisions based on better information."

**Paul Teather,
Compass Management
Consulting**

The impact on consulting firms

The consulting industry is by no means immune to the impact of the recession. One of the most marked characteristics of 2008 has been the speed at which consulting firms have had to adapt their business models to changing market conditions and client requirements. Some of these shifts create opportunities; others, however, pose threats for the future.

From the consulting industry's point of view, one of the distinguishing characteristics of the 2002-03 downturn was the extent to which clients recruited individual consultants who had been made redundant. Many ended up in line-management roles where they continued to be responsible for buying consultancy. The influx of this consultancy cadre has changed the rules of the game: more knowledgeable about how consulting firms work, these people know what they want and are better equipped to buy it. This change has been evident in recent years but it has taken a recession to throw its implications into full relief. The first impact has been a swift and decisive reduction in 'body-shopping' – using consultants to plug gaps in organisational hierarchies when the organisation should be recruiting full-time staff. This is largely good news for consulting companies. However, it is less good for freelance consultants as many clients have quite explicitly cut back on their use of contractors, preferring to treat the work that needs to be done as a discrete consulting project rather than a line-management function.



Case study: Making savings through business process improvement at the Health & Safety Executive

Within 30 days of working with the Health & Safety Executive, AMTEC Consulting reduced the complexity of four business processes by 75 percent and had identified £250,000 in efficiency savings. So successful was the pilot, that it prompted an immediate roll-out into other areas of the organisation including HR and Information Services.

Case study: Increasing revenues by 30 percent for National Express through new online sales channel

Atos Consulting helped National Express to create the first-ever directly controlled online sales channel between a UK rail and coach operator and passengers. Half of all advance-purchase tickets are now bought online and the website accounts for 22 percent of all National Express ticket revenue. Overall revenue has increased by 30 percent, with yield increasing because users are choosing to trade up to more expensive tickets. The website is also helping to shift travel patterns, with more people moving to off-peak services, thereby directly contributing to operational improvements for National Express.

Case study: Improving services and saving £860 million at Birmingham City Council

With HCL Axon's help, Birmingham City Council now has a new SAP system which provides accurate financial and performance reports, enabling managers to make the best use of resources. The CST programme was self-funded, mitigating the impact of service improvement on the taxpayer. The benefit case is £860 million (£518 million cashable) over ten years. This is a £5.95 return for each £1 spent. Over £355 million has already been realised, with the remainder to follow over the next seven years.

Case study: Delivering the new same-day bank payment service for the UK banking industry

With KPMG's support, the UK banking industry successfully launched a new system of same-day payments, putting it at the forefront of the world's financial sector in this area. Inheriting a hugely complex and technically challenging £300 million initiative that was six months behind schedule, KPMG applied highly professional and rigorous programme management techniques to meet the new May 2008 deadline and to satisfy the demands of the Office of Fair Trading and HM Treasury.

Case study: Raising €85 million investment fund for clean tech company on behalf of Climate Change Capital Private Equity

Climate Change Capital Private Equity saw potential in Sulfurcell, a German company with a unique pilot plant manufacturing thin-film solar cells. Although Sulfurcell demonstrated an impressive level of efficiency, the private equity firm needed reassurance that the firm could meet the operational challenges typical in the incredibly fast-growing solar photovoltaic (PV) market. It therefore asked Navigant Consulting first to help them evaluate Sulfurcell's technology and business plan, and then to identify ways in which these operational challenges could be met, making Sulfurcell a compelling proposition for investors. The result was probably the largest clean tech growth capital fund investment in Europe in 2008 with €85 million now being invested in the German company.



Another positive shift, again spurred on by the recession, is a greater willingness by clients to debate issues or solutions which might have been taboo in better times. Recessions inevitably expose the fault lines in business. The majority of organisations which are currently struggling spent the last decade failing to resolve long-standing issues, helped by an unprecedentedly benign economic environment. Poorly performing retailers could keep going because there was just enough demand for their products; car manufacturers did not ask whether people really needed to buy a new car every couple of years. With so little left to lose, executives are now willing to discuss deep-rooted problems and entertain radical solutions.

“If you have a proposition which will deliver short-term value, it’s easier to get into the chief executive’s office than it would be during boom times. But the challenge is to have an absolutely clear statement of the value you’ll deliver.”

David Thomlinson, Accenture

Other aspects of this recession are more worrying.

Most firms have seen the sales cycle lengthen as internal debate grows about whether external input is necessary and whether there is a budget to cover it. As a result, most consulting firms feel very busy – preoccupied with chasing up every sales lead – but they must question how many of these leads are genuine prospects. Alongside this is increased competition: falling demand in some sectors means that the same number of firms is chasing a smaller number of projects.

“Demand is very volatile. You never know when a project, even one you’ve apparently ‘won’, will be cancelled. If you extrapolate this, it means there’s a sizeable proportion of the market we just can’t rely on.”

Arun Aggarwal, TATA Consultancy Services



If clients are willing to go ahead with a piece of work, they want the pay-back period to be shorter (at least within the current financial year) and they are much more focused on measurable outputs. For consulting firms, this means having to be clearer about the business case and benefits of a consulting project, and undertaking more risk-reward work as clients look to cover the costs of a project by tying the consulting firm into a successful outcome. For some consultancies this is an opportunity, but much consulting work does not easily project quantifiable benefits: how can you measure the value of a new strategy or a risk avoided? When the realisation of benefits is often the responsibility of the client, over what time period is it reasonable to measure them? This dimension is reflected in the fact that the 'softer' areas of consulting – change management and human resources consulting – suffered most in 2008.

Speed of delivery is a challenge to everyone. The 2002-03 recession compressed the timescales of a typical consulting project – engagements that involved a team of, say, ten consultants for as many months, were dropped in favour of small teams working for a period of weeks. Making projects even shorter and simultaneously expecting them to deliver more in the way of concrete benefits within a short space of time automatically puts the consulting model under greater pressure.



“The recession could have a cathartic effect: it challenges clients to think more carefully and act responsibly, and consultants to deliver real benefits.”

David Owen, Deloitte

Consulting firms have therefore had to swallow their own medicine – reducing overheads, making selective redundancies and trying to protect their ability to develop new services so they are well-positioned for recovery when it comes. The most successful firms in 2008 were unquestionably those that had invested time in listening to their clients' needs, re-focusing their businesses and adapting their services. The result is that, despite pressure on prices, profits have risen. Just like their clients, consulting firms are having to consider more radical changes. Is the traditional pyramid-shaped firm the best model for the future? Can or should a greater proportion of consulting work be offshored? Will high-calibre people still find consulting an attractive career option once the recession is over?

“If you're sailing into a storm, you have to trim the sail or the mast will blow off.”

Julia Cook, Change Management Group

A growing export market

One of the most significant recent changes in UK consulting has been the increasing extent to which even relatively small consulting firms now export some of their services. Looking for tried-and-tested expertise in specialised fields from telecoms regulation to large-scale programme management, and from operational excellence to data-centre consolidation, overseas clients have been turning to UK consultants, as Deloitte's work with Unilever illustrates (see case study below). The MCA estimates that UK consulting firms contributed £914 million to the UK balance of payments in 2008 in the form of exports.

Inevitably, these export markets have also been affected by the recession. The global nature of financial services has meant that the crisis has spread quickly. By the end of 2008, it appears that demand for consulting in the US and German financial services sectors was falling alongside that of the UK. Canada and other European markets held up slightly better as a result of different regulatory regimes and restructuring. Outside this sector, multinational corporations have been slower to feel the impact, but even here, projects that were simply delayed in the autumn were being cancelled by Christmas.

Further afield, demand has remained strong. The Middle East continues to see strong growth in consulting, with clients particularly keen to tap into UK consultants' depth of expertise in financial services and managing complex projects. Consulting firms also see significant opportunities in the Far East.

"We've seen tremendous growth everywhere, even in North America and in the financial services sector, where clients are looking for help in completing large-scale, immensely complicated restructuring programmes."

Simon Rawling, PIPC



Compensating for more difficult operating conditions, consulting firms have, like other exporters, benefited from the fall in the value of sterling. UK consulting rates have historically been higher than most other countries, a testimony to the experience and quality of UK consultants, and this has often been a barrier to doing more work overseas. A lower pound means that UK consulting skills are now more affordable internationally. But many consulting firms are also benefiting from their own investment in overseas markets. Larger firms have created global networks of resources; smaller ones have set up practices in countries such as India and China or forged alliances with local firms. These moves do not simply allow consulting firms to keep their costs down; they also create new channels through which the expertise and reputation of UK-based consultants can be exploited.

Case study: Helping Unilever focus on its core business by divesting shared-service centres

Unilever is a global consumer business with operations in over 100 countries, 179,000 employees and a £27 billion turnover. As part of its global finance strategy, the company wanted to sell two shared-service centres in Brazil and Chile. These centres provided financial services to 20 countries in Latin America and employed 450 staff. By divesting the centres, Unilever would be able to focus on growing revenue and profitability in the region by concentrating on core business activities.

Unilever asked Deloitte to help sell the two centres and to negotiate the initial sale and ongoing provision of outsourced financial services with the new owner. Over a 12-week period, a Deloitte team of experts in Santiago, São Paulo, New York and London successfully negotiated the upfront sale agreement involving a cash payment and a favourable ongoing service contract for Unilever. Through meticulous advance preparation, Deloitte finalised the contractual negotiation process at unprecedented speed.

The challenge of 2009

Export opportunities notwithstanding, every consulting firm would agree that 2009 promises to be a critical year for the UK consulting industry. Early signs indicate that the market is likely to shrink this year, perhaps by as much as 5 percent. In some sectors, the contraction is likely to be even sharper. Offset against this is the extent to which organisations will continue to turn to consulting firms for help in improving the performance of their businesses.

The consulting industry therefore faces some substantial challenges in the coming months. As the long-term success of consulting firms depends on the calibre of the people they attract and retain, consultancies have chosen strategies which enable them to keep their senior people and to continue to recruit some of the exceptionally able people now looking for work. Swimming against the tide, the number of partners or equivalents in MCA firms has risen by a quarter and the overall number of consultants has grown by 12 percent. The challenge now is to ensure that supply does not exceed demand (a problem that dogged the industry in the 2002-03 downturn). Like their clients, some consultancies are exploring options to give people the opportunity to work fewer days or to take time off to travel or study. However, others expect to make selective redundancies; some have already done so.

"Innovation is as critical to the consulting industry as it is to our clients' business. A consulting firm cannot, any more than a client can, rely on just making 10 percent cuts across the board."

Mark Mulcahey, AD Little

Net margins have naturally been falling steadily in the consulting industry as salary costs have risen and prices have stabilised. Investment levels have been higher, as firms have put in place the necessary infrastructure to deal with complex, often multinational, clients looking for instant access to highly specialised skills. Cost control is therefore as high on the agenda here as it is in any other sector. Like their clients, consultants are looking to cut overheads (the number of support staff employed by MCA members fell by 7 percent in 2008).

But survival depends on maintaining revenues as much as it does on cutting costs. This will require greater innovation – a prolonged recession will require new management thinking. More uncertain clients need better information about the value consultants add and to be able to pay for consulting work out of the cash savings generated. Consulting firms have to be clearer about the services they offer and the markets in which they specialise. Above all, they will have to deliver.

"What will decide success? The focus, passion and energy of your team."

Chris Wakerley, Boxwood

About the MCA

The Management Consultancies Association (MCA) is the representative body for management consultancy firms in the UK. Its sixty member companies comprise around 70% of the UK industry, employ more than 40,000 consultants and work with over 90 of the top FTSE 100 companies and almost all parts of the public sector.

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 government and other stakeholders. The MCA also facilitates networking and the sharing of best practice within the industry through events, publications and initiatives such as the Young MCA.

The MCA's tough entry criteria and rigorous Code of Practice mean that MCA member companies are widely acknowledged to provide high-quality services to their clients. Many of their achievements are recognised in the annual MCA Management Awards and the Consultant of the Year Awards.

In order to achieve its mission, the MCA is implementing a three-year strategy that was developed following extensive consultation with member firms. It focuses on delivering value to members through three key objectives:

- Being the voice of the industry.
- Promoting a credible and professional industry.
- Creating better engagement with and between members.

Management consultancy creates value for organisations and the wider economy through improved performance, achieved by providing objective advice and implementing business solutions. The UK consulting industry is amongst the best in the world and a vital part of the business landscape.

To find out more visit www.mca.org.uk

MCA membership

(as at 1 April 2009)

- Accenture
- Alsbridge
- AMTEC Consulting
- Arup
- Atos Consulting
- Avail Consulting
- Bourton Group
- Boxwood
- BT Global Professional Services
- Change Management Group
- Compass Management Consulting
- Corpra
- CSC Computer Sciences
- Davis Langdon
- Deloitte
- Detica
- Digital Public
- DMW Group
- EC Harris
- EDS Consulting Services
- Ernst & Young
- Fujitsu Services
- Hay Group
- HCL Axon
- Hitachi Consulting
- IBM Global Business Services
- Infosys Consulting
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- KPMG
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- Logica Management Consulting
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- PricewaterhouseCoopers
- Propaganda
- Quest Worldwide
- Right Management
- Saint Consulting
- Serco Consulting
- SFL
- Solving Efeso
- TATA Consultancy Services
- The Berkeley Partnership
- Tribal
- Trinity Horne
- Turner & Townsend Management Solutions
- Vertex
- Watson Wyatt
- Xantus Consulting

This report is published alongside *The UK Consulting Industry 2009 - Trends from 2008 and outlook for 2009*.

It looks at the important role that management consultants play in today's business landscape, the impact of the recession on both consulting firms and their clients, trends in the UK consulting industry from 2008, and the outlook for the future.

Published jointly by the MCA and Management Consultants' News (owned by NCC) and written by Fiona Czerniawska, Head of Research at the MCA and a leading commentator on the consulting industry, this report provides an authoritative picture of one of the world's largest consulting markets.

To find out more about the full report visit www.mca.org.uk/reports



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