

The power of collaboration



The MCA Awards 2018
Celebrating endeavour
and innovation in
management consultancy

Magic touch
Bringing in the experts
yields a £60bn dividend

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Good medicine
The top teams that ensure
your health is in safe hands

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First among equals
A comprehensive list of
all the award winners

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Little victories
How a big insurer was
helped to think small

PAGE 8





“
The MCA Awards honour
what the consulting firm and
the client achieved together
ALAN LEAMAN

INTRODUCTION

Making the magic happen

This celebration of the talent of management consultants proves there’s no substitute for teamwork

JOHN CROWLEY

When Alan Leaman, chief executive of the Management Consultancies Association (MCA), addressed the association’s annual awards dinner last month, he spoke passionately about the “unique alchemy” between client and consultant. Management consultants can’t turn base metals into gold quite yet – but they can lay claim to having a transformative effect on UK plc, contributing some £60 billion of value to the economy each year. The ceremony, celebrating the best in client-consultant innovation, dispelled myths about what the industry stands for. Here were projects that had given critical support to NHS hospitals, rebooted legacy blue-chip businesses and inspired public confidence in local police forces. Leaman and the 650-plus guests in attendance laughed as host Natasha Kaplinsky, the TV presenter, poked good-natured fun at their sector. But it was hard as the evening went on not to be a little bit disarmed. Winning entries had saved lives – in some cases by speeding up clinical trials and in others by seeking to reduce road deaths from heavy goods vehicles. The day before, sitting in the MCA’s headquarters in the City, Leaman talked expansively about its mission. “Part of the issue with the industry is that it is hidden behind its clients. And you can understand why that is. The joy of the MCA Awards is that they are given to both the client and the

consulting firm. It’s not only what the consulting firm did. It’s what it and the client achieved together that we are celebrating.” Howard Scott, a consulting partner with PwC and president of the MCA, later added: “If as a consultant you’re looking at ‘what does your profession offer?’, there is a real social purpose and a real commercial value. “The other thing that strikes me is the sheer breadth of problems we solve for businesses and the public sector. “It’s a career that people aspire to. It offers opportunities to work with leaders of UK business. Lots of people find the variety very attractive. “If you look at those who won the awards, there is a huge spread of what they achieved. And the social good they’ve achieved is immense.”

SHARING KNOWLEDGE
The judging panel consisted of 36 expert and independent judges who, either as clients or as consultants, have major industry experience. One of them, William Johnson, managing director of The Openside Group, a company that designs and delivers professional development programmes for consulting firms, said: “Common across each award-winning project was a determination by the firms’ consultants to share knowledge, to transfer skills and to bring value to every interaction with the client.” Sandra Macleod, group CEO at Echo Research, a leading reputation analysis firm, said: “These awards showcase not only professional best practice and outcomes, but, increasingly, sustainable impact too, so that the transfer of knowledge and knowhow resonates long after the consultancy team have gone.”

As the representative body, the MCA is the guarantor of standards, and speaks for the consulting industry to government and the private sector. Asked the association’s position on Brexit, Leaman said: “The great mistake is to use Brexit as a reason to delay things. If you wait too long, the world and your competitors will have moved on.” But he emphasised that consultancies, too, are being disrupted, and should “constantly reinvent” themselves as digital and automation bring rapid advances. Clients are not just looking for advice, he said, but want consultants to help implement a solution and run it. Scott said, to that end, the recruitment of young professionals into consulting makes sense on many levels. “Why are young people so important? With the advent of digital, a lot of the energy and insights come from them.” Entry-level salaries for management consultants start at an average of £50,000, according to Prism Executive Recruitment. Given the uncertainty facing the UK economy, the MCA won’t promise a magical elixir – but consultants can provide advice and support. “The more people get to see the industry and what we do,” Leaman said, “the better it will be for our industry.”

THE MCA is the body for management consultancy firms in the UK. Its member companies comprise more than 50 per cent of the UK consulting industry, employ 45,000 consultants and work with over 90 of the FTSE 100 companies and almost all parts of the public sector: mca.org.uk

PROJECT OF THE YEAR AND
COMMERCIAL EXCELLENCE

FUTURE VISION

DAVID PROSSER

From PwC’s first meeting with Rolls-Royce, the scale of the challenge was clear. The engineering giant wanted to overhaul its global logistics operations, which meant getting to grips with a complex supply chain built on legacy systems over several decades – and then implementing something more appropriate to Rolls-Royce’s evolving business model.

Tom Woodham, above, PwC’s digital supply chain leader, found himself dealing with a business organised into three divisions and four regions, which effectively meant contending with a dozen separate logistics operations. These spanned 1,500 suppliers in 50 countries, as well as 40 Rolls-Royce warehouses and four manufacturing hubs. “This complicated structure was making it difficult for Rolls-



He set up a team comprising staff from PwC and Rolls-Royce, who held workshops and met with key influencers. This helped the team understand the challenges in detail – and how they might be met. Over time, this team built and implemented a vision of the future based on simplicity, visibility and global reach. One example of how work was streamlined was in the project’s efforts to reduce the number of service levels offered to customers. There had been more than 30 standards governing commitments such as how quickly parts were delivered. Over time, this was reduced to four. The project also used data tools to good effect, mapping the movement of every single part around the world over a two-year period. This provided crucial insights into the granular detail of Rolls-Royce’s logistics needs. However, the single biggest factor in the project’s success, says Woodham, was to do with people. “I think this was the best example in my consulting career of a project where we worked truly in partnership with the client. People stopped seeing themselves as from one side or the other,” he says. The results have been impressive. PwC delivered the global logistics operation that Rolls-Royce wanted, giving the company a system that enables it to track any part in the world with only a 15-minute delay. The project has also generated substantial cost savings.

PwC won not only for **Commercial Excellence** but was also judged **Project of the Year** at the MCA Awards. Rolls-Royce, meanwhile, honoured PwC in its Supplier of the Year Awards, in recognition of the project’s success.

“
This was the best example
of my career of working in
partnership with the client

TOM WOODHAM

Royce to provide the service it wanted to its customers,” Woodham says. “Our objective was primarily to solve that service challenge, though we knew we would generate cost savings in doing that.”

WORLD VIEW

The drive for change was a shift of direction for Rolls-Royce, which was moving to a “total care” model. Many customers now sign up to long-term contracts in which Rolls-Royce guarantees its products will have limited downtime. This requires it to act for customers operating all around the world, and to respond quickly if a problem does occur. The old logistics system was hindering rather than helping.

Woodham’s first challenge was to convince stakeholders across the business of the need for change.

SOCIAL & ENVIRONMENTAL VALUE

How London is leading the drive for safer lorries

HGVs that don't offer a good view of other road users will face restrictions in the capital thanks to a pioneering project

COLIN RANDALL

All road users should be familiar with the sign on the back of lorries that reads: "If you can't see my mirrors, I can't see you." It is a powerful warning, but not enough to stop accidents from happening.

In London, HGVs have been involved in 70 per cent of accidents in which cyclists have died in the past three years, and 20 per cent of crashes causing pedestrian deaths. These figures led Transport for London (TfL) to launch a project to investigate whether these figures would be reduced if HGV cabs were redesigned to make it easier for drivers to see other road users.

The London-based engineering and design consultancy Arup was commissioned by TfL, as part of a wider road safety programme, to study the impact of cab design. The consultancy's work, in partnership with the University of Leeds, won it the MCA's **Social & Environmental Value** award.

"TfL's fundamental question was whether we could demonstrate the benefit of the driver having more direct vision," says Dan Evanson of Arup's operations consulting team.

Psychologists and freight experts were brought together for what TfL's programme manager, Hannah

White, calls "a groundbreaking piece of research", which supported the case for change.

Armed with the research results, TfL is pressing ahead with the world's first Direct Vision Standard of its kind, intended to impose formal restrictions on dangerously low-visibility vehicles. It will be applied across London by 2024 and has inspired a similar EU-wide initiative that could save thousands of lives.

BY DESIGN

"Every day of the year, someone in Europe is killed in a collision with an HGV," Evanson says.

The problem is not new. Six years ago, *The Times* launched its campaign for "Cities fit for cycling" after one of its journalists, Mary Bowers, suffered devastating injuries after being struck by a lorry.

Despite efforts to improve drivers' vision with larger mirrors and the introduction of cameras, Evanson says that little has been done on cab design.

HGV manufacturers, under intense commercial pressure, have



traditionally maximised vehicles' freight-carrying capacity, which has resulted in lorries having a short, high cab, with the driver seated above the engine.

The Arup and university team investigated driver behaviour in innovative laboratory experiments, the results of which informed their findings.

"No normal driver starts the day expecting a collision," says Evanson. "HGV drivers are professionals, often working in difficult circumstances. It was really satisfying to be part of a project creating the potential to make our roads much safer for everyone."

1 Clear vision Driver blindspots are known to be a contributing factor in fatal collisions involving HGVs

“It was really satisfying to be part of a team creating the potential to make our roads much safer for everyone”
DAN EVANSON

PERFORMANCE IMPROVEMENT IN THE PRIVATE SECTOR

'Teaching farmers to feed the world'

JOSEPHINE MOULDS

In early 2014, Syngenta faced challenges with profitability, productivity and executing its strategy. These issues were compounded by difficult market conditions.

A global giant in seeds and agrochemicals, the Swiss-based firm had been growing strongly for the previous two years, but also faced rising costs. The company appointed Deloitte to help it implement a programme with the aim of using advanced technology to continue its growth, but also keep costs under control. This project was recognised at the MCA Awards in the category for **Performance Improvement in the Private Sector**.

Syngenta wanted to transform communications with its vast customer base of around eight million large organisations and 100 million

smallholders. Justin Watson, partner in Deloitte's consulting practice, says: "It was about teaching farmers how to raise the yields on their farms to feed the world."

As a result of the programme, Syngenta's field agents are now able to use data to gain more insight into their customers and the specific issues that they face. They can then provide them with the appropriate package of seeds or chemicals to help grow and protect their crops.

One way Deloitte achieved this was by developing a mobile app for field agents to use when they visit customers every year. This gathers data on what they have been growing, their farming experience, the conditions of the farm and the market for the crops.

COST SAVINGS

Previously this data was effectively unavailable as field agents gathered and stored it in different ways. Now it is added to a database that Syngenta can analyse with machine intelligence to make predictions and plans for the growers. Watson says: "The field agent can go to the grower with a little insight that the growers themselves won't have, because we are interrogating much larger datasets."

Overall, Syngenta said the improvement programme had resulted in \$1 billion of cost savings and productivity improvements since 2014.



← Cream of the crop Syngenta's strategic ambition is to address one of the planet's greatest challenges: how to grow more crops using fewer resources in a secure and environmentally friendly way

Around 60 per cent of that was achieved with cost savings; with 40 per cent down to improved productivity. Watson says: "We try to make sure field agents are able to engage with many more customers than they used to be able to – and that results in increased revenue and profit."

It was an ambitious programme, which had an impact on almost all of Syngenta's 28,000 employees. "It's very rare that you see companies of this scale take on a programme with such a bold ambition," Watson says.

Its success can, in part, be attributed to the company's leadership. "Having done a number of big projects, a lot of management teams lose faith part way through," Watson says. "In this case, they've really seen it to the end."

CUSTOMER ENGAGEMENT

BARCLAYS BANK CREDITS IBM WITH TAKING THE GUESSWORK OUT OF HIRING STAFF

PHIL THORNTON

When Barclays Bank transformed its traditional call centres into "virtual branches" to handle customers' problems from end to end, it wanted to ensure it retained staff with the skills to fulfil that role.

While the bank has low rates of attrition, it turned to IBM to find out why some staff left after a year or two and how it could attract candidates who would stay longer.

Ron Collins, IBM's service line leader for data and analytics, used a study of 2,000 bank staff to see how long they stayed in a post, the reasons they left and what motivated them to stay. "The numbers told me what was going on but not why," Collins says. So IBM brought in a psychologist to talk to staff about the job, the way they worked, and why certain people thrived in the role and others quit.

The core finding was that long-stayers liked a structured lifestyle, were organised, had command of detail and were comfortable with regulations. As a result, Barclays changed its recruitment procedures, and attrition rates came down.

The bank praised IBM for helping it understand what was going on. "The insights opened our eyes to things that were right in front of us that we couldn't see," the bank says.

The project has been recognised by the MCA for best practice in **Customer Engagement**. Collins says IBM's findings will grow in importance as virtual banking becomes more sophisticated. "You need to move away from the idea of volume hiring, to hiring for longevity."

STRATEGY

ACTING IN TANDEM TO TRANSFORM PATIENT CARE

RHYMER RIGBY

Diabetes and lung cancer have been and remain a serious burden on NHS resources.

Lung cancer is an aggressive form of the disease and accounts for almost a quarter of cancer deaths in the UK, while Type 2 diabetes now takes up to 10 per cent of NHS spending. The latter is a fast-growing problem, too, as it correlates strongly with obesity.

Against this backdrop, a pioneering Birmingham-based project called IFC (Insights for Care) was set up to explore new strategies in the most cost-efficient way. IFC captures historical data for 260,000 diabetics and 30,000 lung cancer patients.

This is a public-private partnership which involves Deloitte, the pharmaceutical company Merck Sharp & Dohme (MSD), the Heart of England NHS Foundation Trust (HEFT) and other partners. “Lung cancer and diabetes were felt to be the areas which would experience the most significant patient benefits,” says David Chapman, a senior manager at Monitor Deloitte.

Hal Stockley, MSD Insights for Care programme director, says: “This was an innovative programme for MSD and its partners to work together to assess the effectiveness of different treatments and care



settings with the aim of redesigning care pathways and putting in place critical interventions to improve patient care outcomes.

“The biggest challenge in this sort of project is to create a true partnership,” says Hanno Ronte, a partner at Monitor Deloitte. “Everyone has different perceptions of how things should work and the questions we should be addressing. You almost need a principled agreement and there needs to be a degree of tolerance and openness.”

Deloitte deployed a team to work with MSD to design, build and run the partnership. The project was shortlisted for a prestigious Prix Galien Award, regarded as the highest accolade for biomedical research and development. It won its accolade for **Strategy** at the MCA Awards.

Stockley adds: “The project has the potential to be a blueprint for many other NHS data hub initiatives, and has given us important insights for patients at HEFT and for our real-world evidence use.”



Big operation
GE Healthcare Partners pioneered a new approach to improving healthcare in Saudi Arabia

INTERNATIONAL

Giving a helping hand to Saudi hospitals

A project for the Ministry of Health led to reduced waiting times and better patient care

VIRGINIA MATTHEWS

Leading a root-and-branch transformation of 33 Saudi Arabian hospitals to deliver better and faster care was never going to be easy. The aim was also to increase staff productivity and enhance patient experience.

Yet Phase 1 of GE Healthcare Partners’ project for the Saudi Ministry of Health in 2015-16, dubbed the Patient Centred Programme (PCP), resulted not just in sustained

improvements but an overall return on investment of 50:1. It’s what made the project the standout winner in the MCA Awards **International** category.

Having initially focused on 33 of the kingdom’s hospitals, a second 12-month project in 2016-17 extended the scope to 50 hospitals – which included areas such as mental health, outpatients and emergency – and set 42 key performance indicators (KPIs).

The consultancy pioneered an electronic, national KPI “dashboard” to identify inconsistencies in admission or treatment times across geographical regions, medical specialisms and ultimately, individual hospitals. “Using a simple system of red, amber, green and blue to chart changes in

performance, from ‘unacceptable’ to ‘world class’, it was possible for managers and ministers to check whether milestones were being reached, at the click of a button,” says Tim O’Hanlon, a principal with the consultancy. “Hitting a ‘blue’ rating for a record ten-minute wait in the emergency department, for example, was incredibly motivating and confirmed we had cracked the code.”

Backed by the appointment of data gatherers and change agents, the consultancy deployed training programmes for more than 1,200 staff. A key element was to equip the health ministry with the tools to continue the transformation programme once the consultancy’s work was over.

With each individual GE Healthcare Partners consultant taking responsibility for up to six hospitals, “improvement teams” for each target area were encouraged to use “praise, rather than punishment, to drive up standards”, says O’Hanlon.

At the end of the PCP project, which finished on time and on budget, the length of stay in emergency departments had been reduced by 25 per cent and the proportion of same-day surgery had almost doubled.

Length-of-stay reductions triggered £32 million in efficiency savings and a 330,000-plus reduction in the number of attendances by non-urgent patients.

Improved punctuality by doctors and nurses continues to boost hospital productivity and 98.8 per cent of staff are still excited to be involved, according to a survey. “In more than 30 years in this industry, I can honestly say that the scale and scope of this was unprecedented,” says O’Hanlon.

“Achieving a world-class healthcare system is a very important part of the kingdom’s long-term development strategy and the buy-in by stakeholders, up to and including ministerial level, was really incredible.” See page 6 for *Performance Improvement Consultant of the Year, won by GE Healthcare Partners’ Jason Coke*



In more than 30 years in this industry, I can honestly say that the scale and scope of this was unprecedented

TIM O'HANLON

PERFORMANCE IMPROVEMENT IN THE PUBLIC SECTOR

Fast-tracking for genomes

RHYMER RIGBY

Genomics England was full of very clever, PhD-level scientific people who had very little experience in running things,” explains Will Powell, a delivery director at Atos Consulting. “What we brought to this was business production-line thinking.”

Launched in 2012, Genomics England is a government programme, whose goal is to take genomic medicine out of the lab and into standard NHS care. To do this, it aims to sequence 100,000 genomes – that is, 100,000 complete sets of genes – for



We used a lot of innovative solutions, such as robots

STUART CLARKE

patients with rare diseases and cancer. The objective is to devise personalised treatments for patients based on DNA.

The trouble the programme had was that the lead time to sequence an individual’s genome averaged nine months. This was so slow that it threatened GE’s viability. It also meant results were unlikely to be clinically relevant. By the time many patients got them, it was too late for the information to be of much use.

This meant hospitals were less interested in participating in the programme. The obvious solution was to speed up the process. “We developed a supply chain that could

sequence genomes quickly,” says Stuart Clarke, an Atos Consulting engagement manager. “We used a lot of innovative solutions, such as robot process automation, algorithms and suites of utilities to deal with the data.”

A lot of administrative work was being done by very skilled people, a hangover from when GE was a research project. Taking away this work allowed them to do higher-value tasks.

The end result is that lead times are down by 70 per cent and engagement with the medical community has improved. GE is now on track to meet its 100,000 genomes target by the end of the year. Results indicate some 60 per cent of cancer patients could receive better outcomes and more personalised treatment. The project won the accolade for **Performance Improvement in the Public Sector** at the MCA Awards.

The future now looks much brighter. “We’re not experts in genomics,” says Powell. “But we do know how to speed up processes.”

PEOPLE

A police force that holds up a mirror to society

Recruitment drive seeks to increase the number of Catholics in the Police Service of Northern Ireland

JOHN CROWLEY

Management consultants will readily “problem-solve” and find “creative solutions”. A five-strong team from Deloitte’s Belfast office may one day lay claim to reshaping a society. Policing in Northern Ireland continues to be a symbolic issue two decades after the Good Friday Agreement ushered in an era of relative peace. Under the recommendations of the Patten Commission in 2001, the Police Service of Northern Ireland (PSNI) emerged from the Royal Ulster Constabulary (RUC). The Commission put in place a 50:50 recruitment drive to lift the historic under-representation of Catholics. In the space of ten years, the number of officers from a Catholic community background rose from 8 per cent to around 30 per cent before

the legislation ended in 2011. Deloitte was commissioned in 2016 to explore the barriers to entry for Catholics, and to increase their representation. Its report, Understanding Barriers Affecting Police Officer Recruitment, declared: “The relationship between how representative police are of the community they serve is linked through to public confidence and effectiveness.”

MAKING AN IMPACT

Colin Mounstephen, who co-wrote the report, says that coming from Northern Ireland made this project an emotive one for him and the core project group. “The team here feels



How do you build relationships to forge confidence? It’s a challenge

COLIN MOUNSTEPHEN

→ Even-handed
Deloitte focused on building relations with community organisations so as to encourage more Catholics to join Northern Ireland’s police force



very much part of this society. Northern Ireland is quite a small place and you feel that you can make an impact. Working with an organisation like the PSNI on something as important as this really adds an extra value to it. That is something [we are] very proud of.” For those who live outside Northern Ireland, it’s hard to imagine what an emotive issue policing continues to be. During the Troubles, more than 300 RUC officers lost their lives. While society has radically changed for the better, PSNI officers’ lives remain under threat from dissident paramilitaries. Deloitte, which has more than 600 staff working in Belfast, looked at previous recruitment drives, ran a representative poll of the population and used focus groups to gain a deeper understanding from particular communities. Mounstephen says

getting the buy-in of the PSNI was crucial. Eye-catching initiatives include the introduction of streamlined online tests, which removes the need for applicants to physically attend exam centres in the initial stages. This was regarded as a barrier to entry. The Deloitte team also widened the conversation, talking to careers advisers, teachers and sports club representatives in addition to political and religious leaders. “This isn’t just about what the PSNI can do,” Mounstephen says. “How do you go about building these relationships with those organisations that might link very directly into communities – where very few people are applying to become a police officer? How do you build those relationships to forge that confidence and maybe change the narrative of several generations? It’s quite a deep challenge.” It is more than apt, then, that Deloitte’s Belfast team and the PSNI should win the MCA award for **People**. Deloitte will know “in a matter of months” the fruits of a new recruitment campaign driven by the report’s findings. Mounstephen says he would “absolutely hope to see marginal changes” in the growing percentage of Catholic officers but is urging caution. “What we would emphasise, and we would be very clear about, is this is not going to change immediately,” he says. “This will be a longer-term process.”

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MCA AWARDS

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DIGITAL & TECHNOLOGY /
CONSULTANT OF THE YEAR

THE EXPERT WITH A FLAIR FOR PUTTING TECHNOLOGY TO WORK

The Times Consultant of the Year is driven by a desire to make the UK a better place

DAVID PROSSER

Martin Aspeli is too diplomatic to say “I told you so”, but he’s quietly proud of having defied the doom-mongers who a decade ago were warning that his chosen field, software engineering, had no future. “People said that the software industry would be utterly commoditised and would disappear offshore,” he recalls. “I didn’t accept that at the time and today the world has completely changed: in the modern digital environment, we have a sophisticated understanding of the need for bespoke technology.”

So much so that 13 years after joining Deloitte as a graduate trainee, Aspeli’s role as head of engineering

at Deloitte Digital puts him in charge of a 150-strong team and a business unit contributing more than £30 million a year.

Aspeli’s clients have included companies from the worlds of media, energy, retail and financial services, but in more recent times he has specialised in public-sector work. It is these accomplishments that earned Aspeli *The Times* **Consultant of the Year** award, in addition to being named **Digital & Technology Consultant of the Year**.

Building solutions for central government that have an impact on the lives of millions of people can be hugely rewarding, he says. “I first got interested in software engineering because it’s really about solving puzzles and problems,” he says. “For me, the



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The skill lies in putting yourself in the shoes of the client in need of a solution
MARTIN ASPELI

measure of the success is whether you solve the problem brought to you. In a public-sector context, it’s fascinating to see problems solved in people’s everyday lives – hopefully we’re making the country a better place.”

Aspeli is a self-confessed geek who enjoys coding in his spare time now that his senior role has taken him away from the more hands-on elements of software engineering. Nevertheless, he’s keen to stress that technology has little value in itself. “Good software engineers and consultants understand the technical stuff, but the skill lies in putting yourself in the

shoes of the client in need of a solution,” he says. “My job is to collaborate with and manage a team of people who can deliver that solution in the most effective way possible.”

Delivering complex programmes of work for the public sector – as the Government Digital Service aims to engage more systematically with UK citizens – isn’t always straightforward. It may require new approaches and a willingness to change tack. “We build a hypothesis and then test it out,” Aspeli says. “Sometimes we keep what we’ve developed and sometimes we start again.”

That openness to renewal is reflected in Aspeli’s current priorities. He bemoans the under-representation of women in the software engineering industry and is a champion for diversity within Deloitte, where he leads initiatives to help ensure the culture of the firm is inclusive.

Equally, Aspeli believes he has a duty to evangelise on behalf of his colleagues for the good of the firm. “One big focus for me is to share what we have learnt about technology, digital and new ways of working to a wider audience across the whole of Deloitte,” he says.

OUTSTANDING

Whether they were embracing

PERFORMANCE IMPROVEMENT
CONSULTANT OF THE YEAR

JASON COKE

With email adoption in Saudi Arabia standing at less than 15 per cent, it was the cross-platform messaging service

WhatsApp that proved to be Jason Coke’s key ally as he set about delivering a whole raft of improvements for hospital patients.

Given he was lead consultant on GE Healthcare Partners’ original Patient Centred Programme and its expanded follow-up, called “Ada’a” after the Arabic word for “performance”, Coke’s intervention came at a crucial time.

After seven changes of health minister over a two-year period, and a welter of social media coverage detailing negative patient experiences, Coke quickly decided on messaging as the key medium for all project communications.

Creating some 30 WhatsApp groups for hospital staff, based on job role and location, it encouraged quick-fire questions and responses in a country where the traditional lengthy face-to-face meetings can make decision-making slow.

“What the client expected of us was quick action on everything from waiting times to organisational behaviour, and the only way we could achieve this was by encouraging very clear communications between stakeholders and an overriding culture of transparency,” he says.

“The use of WhatsApp encouraged discussion, allowed files and photos to be exchanged and, perhaps most importantly, it became a beautifully simple forum for hospitals to share success stories and celebrate milestones.”

His achievement won Coke the award for **Performance Improvement Consultant of the Year**. He believes that since Phase 1 of the project began in 2015, there has been a significant shift in attitudes to patient care. “There was initial resistance on the ground, but once we had the right leaders in place and the rest of the staff could see the dramatic improvements happening in front of their eyes, they became staunch allies.

“We had been asked for rapid transformational change and we managed to deliver it faster than even I had expected.” VIRGINIA MATTHEWS

“The staff could see dramatic improvements happening in front of their eyes



MCA AWARDS / INDIVIDUAL CONSULTANTS OF THE YEAR

INDIVIDUALS WHO WENT THE EXTRA MILE

a digital future or getting a client to use pedal-power, fresh ideas set these winners apart



YOUNG CONSULTANT OF THE YEAR

SAWOOD PEARCE

The project that won Sawood Pearce the accolade of **Young Consultant of the Year** is one with far-reaching medical consequences. Working with AstraZeneca, Pearce, 28, developed a tool to help the pharmaceutical company kickstart clinical trials to test new medicines.

Negotiating the legal contracts required to test any new drug is a complicated process, meaning it can take years just to “green light” a trial. Such clinical tests are a mandatory part of a process to bring a new medicine to market.

When Pearce started working with AstraZeneca the company was facing a range of commercial challenges affecting the whole of the pharmaceutical industry. There were various strains on its cost base, he says, including some “big blockbuster drug” patents due to expire. As such, the company had to look for ways to increase efficiency so as to get new medications out to patients faster.

“Clinical trials are long and drawn-out, and it can take six or seven years to get one drug through a trial. An inefficient part of that process is getting the legal contracts in place. As you would expect, there are lots of contracts to get a trial running: contracts between AstraZeneca and the hospital, the doctor and so on.”

Pearce and his colleagues at Deloitte Digital streamlined the work performed by the lawyers and reduced the differences in the way they operate from one country to another. The time it takes for lawyers to draft a contract, negotiate its terms and get sign-off is now down to a single working day. The tool — known as Falcon — is running in around 20 countries in which AstraZeneca operates.

“A patient who needs a drug on a clinical trial, which by its very nature is not a drug that is available yet, is a patient that really needs that medication. If I’ve managed to do any small thing to help that patient get that new drug even weeks earlier, it could be life-saving. This is the most fulfilling aspect for me.”

MITYA UNDERWOOD

“Clinical trials are long and drawn-out, and it can take six or seven years to get one drug through a trial

CHANGE MANAGEMENT CONSULTANT OF THE YEAR

ELISABETH COATES

Leadership is not an idea bestowed on you. It’s a mindset,” says Elisabeth Coates, winner of the MCA’s **Change Management Consultant of the Year** category.

Asked why a career in management consultancy should appeal to young professionals, she delivers an aspirational message: “Management consultancy is a great career if you want to get early leadership opportunities.

“Consulting gives you a chance to take up leadership opportunities where other careers don’t. You can start doing that as an entry-level consultant.”

Coates leads the “People and Change” practice in North Highland’s London office, in addition to undertaking large transformation projects for clients – ranging from retail leaders and global telecommunication companies to large domestic energy suppliers.

“North Highland has a big focus on developing people and mentoring. What that means is that I look at things such as ‘how do we improve our change-management offering’ and ‘how do we keep on making that relevant?’ That includes thought leadership and developing our approach to how we manage change.”

Coates’ successes in bringing about “change” to clients’ business include helping to grow a large retailer’s market share outside the UK. This centred on the client being able to scale its processes and technology.

Understanding workplace culture is a vital part of Coates’ methodology. “It’s important to understand your client’s culture for you to be credible and to know whether what you are proposing as a solution is going to hit the mark.”

Another aspect highlighted by Coates is that consultants shouldn’t be too influenced by the experience of working for other clients. “When you are trying to manage change effectively for an organisation you need to be working really closely and teaming with that particular client.”

JOHN CROWLEY

“You need to understand your client’s culture to know whether what you are proposing will hit the mark



STRATEGY CONSULTANT OF THE YEAR

RACHAEL HOLTZBERG

Rachael Holtzberg, a director at Monitor Deloitte, advises clients on how to seize opportunities for growth that are presented by the digital economy, often devising novel responses to commonplace problems.

Holtzberg takes much satisfaction in enabling traditional businesses to rise to modern challenges. In one example, she convinced a reluctant clothing manufacturer and retailer that it could boost sales by using a London bicycle courier. “The company wanted to drive sales across the city, rather than on a store-by-store basis,” she says.

Using Deloitte GrowthLabs, a concept she created to study ways of making strategic change work in practice, her team tested whether using the courier system to transfer goods between stores could more effectively meet customer demand.

“We tested whether an assumed situation happened enough: a customer coming into one store wanting a product that wasn’t available there but prepared to wait for it to be delivered from a nearby location.”

A simple solution, costing the business £10, she says, could increase sales by ten times. It is this kind of imaginative approach that earned Holtzberg the MCA award for **Strategy Consultant of the Year**.

A recent assignment took her to Thailand where she explained to farmers how digital solutions could improve their livelihoods. The human touch is invaluable, she says. And personality, curiosity and a sense of humour aren’t far behind.

When it comes down to it, she says the best working days are “when we laugh the most”.

A sense of fun runs in the family; when she video-called her parents in the US to tell them she had won, she found they had changed into dinner dress to share her moment at the awards dinner, win or lose.

COLIN RANDALL

“The human touch is invaluable, and the best working days are when we laugh the most

MCA AWARDS

OVERALL

PROJECT OF THE YEAR WINNER
PwC with Rolls-Royce plc

THE TIMES CONSULTANT OF THE YEAR WINNER
Martin Aspeli, Deloitte

BEST NEW CONSULTANCY WINNER
Simon-Kucher & Partners
HIGHLY COMMENDED
Coelus Consulting;
Jacobs

PROJECT AWARDS

BEST USE OF THOUGHT LEADERSHIP WINNER PwC with TheCityUK
HIGHLY COMMENDED
Arup with C40

CHANGE MANAGEMENT IN THE PRIVATE SECTOR WINNER
PwC with Softbank Group
HIGHLY COMMENDED
Egremont Group with Snapfish

CHANGE MANAGEMENT IN THE PUBLIC SECTOR WINNER
Carnall Farrar with Devon Sustainability and Transformation Partnership
HIGHLY COMMENDED
Deloitte with Greater Manchester Health & Social Care Partnership

COMMERCIAL EXCELLENCE WINNER
PwC with Rolls-Royce plc
HIGHLY COMMENDED
Simon-Kucher & Partners with London 2017 World Championships & World Para Athletics

CUSTOMER ENGAGEMENT WINNER
IBM with Barclays

DIGITAL & TECHNOLOGY WINNER
PwC with Direct Line Group
HIGHLY COMMENDED
Deloitte with AstraZeneca RPA

INTERNATIONAL WINNER
GE Healthcare Partners with Ministry of Health, Kingdom of Saudi Arabia
HIGHLY COMMENDED
Proudfoot with Rio Tinto (Oyu Tolgoi);
PwC with Department for International Development

PERFORMANCE IMPROVEMENT IN THE PRIVATE SECTOR WINNER
Deloitte with Syngenta
HIGHLY COMMENDED
Turner and Townsend Suiko Ltd with Tarmac

PERFORMANCE IMPROVEMENT IN THE PUBLIC SECTOR WINNER
Atos Consulting with Genomics England
HIGHLY COMMENDED
GE Healthcare Partners with Ministry of Health, Kingdom of Saudi Arabia

PEOPLE WINNER
Deloitte with Police Service of Northern Ireland

SOCIAL & ENVIRONMENTAL VALUE WINNER
Arup with Transport for London
HIGHLY COMMENDED
PwC with Department for International Development

STRATEGY WINNER
Deloitte with MSD and Insights for Care
HIGHLY COMMENDED
Arup with SAvIT

INDIVIDUAL AWARDS

CHANGE MANAGEMENT CONSULTANT OF THE YEAR WINNER
Elisabeth Coates, North Highland
HIGHLY COMMENDED
Peter Madden, Arcadis;
Andy Morris, Egremont Group

DIGITAL & TECHNOLOGY CONSULTANT OF THE YEAR WINNER
Martin Aspeli, Deloitte
HIGHLY COMMENDED
Richard Thwaite, Chaucer Consulting;
Seda Babur, PwC

PERFORMANCE IMPROVEMENT CONSULTANT OF THE YEAR WINNER
Jason Coke, GE Healthcare Partners

STRATEGY CONSULTANT OF THE YEAR WINNER
Rachael Holtzberg, Deloitte

YOUNG CONSULTANT OF THE YEAR WINNER
Sawood Pearce, Deloitte
HIGHLY COMMENDED
Lucy Marsden, IBM

CONSULTING EXCELLENCE

ETHICAL BEHAVIOUR WINNER
PPL

CLIENT SERVICE & VALUE WINNER
OEE Consulting

PROFESSIONAL DEVELOPMENT WINNER
Thales Cyber & Consulting

DIGITAL & TECHNOLOGY

PwC's tenacity helps Direct Line get down to (small) business

Why understanding the needs of plumbers gives an insight into online insurance

PHIL THORNTON

Plumbers, electricians and hairdressers are said to be the new nation of shopkeepers who underpin the British economy. But small businesses such as these have traditionally been seen as out of reach for companies looking to enter the lucrative online insurance market.

Three years ago, Direct Line for Business (DL4B), part of the industry pioneer Direct Line Group (DLG), set a goal to become the first-choice insurer for businesses with fewer than ten employees.

It had realised that while households and larger companies were catered for, very small businesses were not. To reach those companies, DL4B engaged PwC to help it build an innovative,

direct online sales platform. At an early stage it became clear that there were three key hurdles to be overcome.

In a complex market, with hundreds of different types of businesses with their own specific needs, the first barrier to entry was that insurance contracts were often complicated. This led in turn to the second issue: that pre-packaged products did not always meet a customer's precise needs. Finally, the tradition among micro firms was to go to a broker, who would create something that addressed their needs.

To get the online digital platform right, we had to start with the customer

STEVEN GOUGH



↑ Small is beautiful
Direct Line for Business
wanted to be the
first-choice insurer
for microbusinesses

Steven Gough, a director at PwC, says that DL4B asked him in 2015 to help it understand what customers needed and how the insurer could deliver a solution tailored to those requirements through an online digital platform.

PwC worked with DL4B to build a picture of what the consumers wanted. "The obvious leap is to say it is a technology problem, but we took the

view that it started with the customer," Gough says. As a result, PwC spent time working with typical small business customers to understand their requirements and identify the differences between trades.

It then created a prototype platform and tested it with a range of customer groups. After testing the product, it went live with the first group – hairdressers and beauticians – in March last year.

At the end of 2017, DL4B went live with a second group, bed-and-breakfast operators. The complete DL4B solution is now live in the market as the first of its kind, transforming the way SMEs buy insurance.

This breakthrough made the project the standout winner for **Digital & Technology** at the MCA Awards.

Ian Harrison, of DLG, says: "PwC helped us flesh out our ideas and shape them into a programme that was different from how we normally approach these things, and which was acutely attuned to the business proposition we were striving for."

Gough believes that PwC's work with DL4B will impact on the wider market and lead to benefits for consumers.

According to Gough, a global survey of SMEs identified a strong demand from small businesses to be able to access insurance online. "That demand is greater than the market is currently able to provide," he says. "Other clients are looking at this and I believe it will really change the market, allowing better access for businesses."

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CHANGE MANAGEMENT IN THE PUBLIC SECTOR

How Devon’s NHS was nursed back to health

Tough decisions and strong leadership brought a struggling organisation back from the brink of financial disaster

NIGEL KENDALL

Working with the NHS in Devon, Carnall Farrar showed that outcomes for patients could be improved – and money saved – simply by a better coordination of services.

The management consultancy’s work on community hospitals saved more than £5 million annually, while 600 fewer patients a year were stranded in a hospital bed despite being fit to leave. Its efforts won it the MCA award for **Change Management in the Public Sector**.

Dame Ruth Carnall, the former chief executive of NHS London who is a partner in Carnall Farrar, brought 40 years of experience in health management to the task.

Nevertheless, she did not underestimate the scale of the challenge. From a projected

deficit for 2020-21 of £400 million, the NHS in Devon now has an achievable plan to break even.

Prior to the consultancy’s intervention, a third of patients had been unable to return home despite being fit to leave. With a widening financial deficit, Carnall Farrar were approached by NHS England to find solutions and work out how high-quality, cost-effective care could be provided. In such situations, there are always bridges to be built.

“Our intervention was visited upon people rather than requested by them.



We needed a new model...
to produce a massive
reduction in length of stay
so that people could get
back into their homes

DAME RUTH CARNALL

→ **Right prescription**
A regional governance structure was designed to bring together operational, clinical and financial leadership



We had to pitch up in Devon and tell them we were here to help sort it out.”

Confronted with veterans of previous, failed, strategic interventions, her first task was to get everyone on side. “I went to visit every chief executive and every chair in Devon. It was possible to get them all to see that nobody else was going to sort this problem out.”

PROFESSIONAL PRIDE
The appeal to professional pride paid dividends. “Individually, they all want to do a good job,” she says. “And some people there were already doing an outstanding job. Angela Pedder, the chief executive of the Royal Devon and Exeter hospital, was an outstanding chief executive.
“One of the key things we did was to persuade her to take a leadership role across Devon, resign from her post and

take the job [as leader of the Devon Sustainability and Transformation Plan] full time.”
Then came the plan itself. “We needed a new model for local care to integrate health, social care, [and] active rehabilitation, to produce a massive reduction in length of stay, so that people could get back on their feet and into their homes. There’s no bed like your own bed.”
“But a consequence of the new model was that we had to shut a large number of hospital beds.”
That decision was an emotive one. “There was a big programme of community engagement and consultation, which Angela led with my support,” Dame Ruth says.
“I don’t think you’d see any other consulting company standing side by side with their clients at very angry public meetings, but we finally got the new approach in place, to deliver care in the community and care in people’s homes, using hospitals where absolutely necessary, with active rehabilitation shared between social care and healthcare.”
The region can now attract the best talent to help it deliver on its clear, locally owned, five-year plan to improve the health and care of the Devon population, while delivering better value for money than ever.
The effects have been transformative. “The narrative has changed,” Dame Ruth says. “Within the NHS it’s great to say that Devon won an award.”

BEST USE OF THOUGHT LEADERSHIP

PROTECTING THE CITY AFTER BREXIT

COLIN RANDALL


The future of London as the world’s leading financial centre lies at the heart of debate on the impact of Brexit.

Remainers warn gloomily of an exodus of services and jobs, mainly to Frankfurt but also Paris or Dublin. On the Leave side, Brexiteers dismiss such fears as ludicrously exaggerated.

Andrew Kail, head of financial services at PwC UK, sidestepped the polemic to concentrate on how to ensure the role of London and the UK as a whole remains strong.

PwC UK took the MCA’s **Best Use of Thought Leadership** award for a study with TheCityUK, a representative body for UK-based financial and related professional services. They are calling for an effective and strategic partnership between the financial sector, government and regulators.

For Kail, the task is how to protect and strengthen what he calls the “crown jewel of British industry”, a global finance sector vital to the future of the UK economy.



The task is to protect and
strengthen the crown
jewel of British industry

ANDREW KAIL

“Brexit has created high levels of uncertainty and the UK’s leading position [in the sector] is being tested and challenged as other international centres develop rapidly.”

His vision involves the finance industry doing more to embrace innovation, providing better and more tailored products and services, and vying for leadership in the field of cybersecurity

London’s status as the UK’s premier finance location would be unchanged but regional centres in banking, insurance and asset management would increasingly develop, both as headquarters of major companies and in assuming specialist roles.

Kail says a closer and more clearly defined partnership between the government, regulators and the industry would replace what he describes as the “loosely bound collaboration” of today.

Led by the government, the new body would encourage decentralisation, leading to significant growth in financial services located in the northeast (up 30 per cent by 2025), Northern Ireland (25 per cent), the West Midlands, Yorkshire and Humberside (23 per cent) and the East Midlands (19 per cent).

It would aim to build stronger relationships with schools and higher education, enabling the UK to grow and develop the digital and entrepreneurial skills and promote simple, low-cost and flexible visa systems to maintain access to overseas talent.

The report says more still needs to be done to restore trust lost following the 2008 global financial crisis.

Kail says early official feedback is encouraging. “We cannot compel the government or the industry to do things, but we can present our vision on making sure we continue to prosper after whatever form of Brexit lands on us.”





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CONSULTING EXCELLENCE FOR CLIENT SERVICE & VALUE

GIVING CLIENTS THE COURAGE TO BE AMBITIOUS

VIRGINIA MATTHEWS



"Too much management consultancy is about procrastination and not getting your hands dirty rather than achieving clear goals," says Mark Palmer, above, who as MD of OEE Consulting believes that consumers should be at the heart of every business.

Palmer believes that the job of consultancy is to "re-imagine life from the end-user's point of view", whether that end-user is a train traveller fed up with standing on the daily commute or a mortgage applicant who hates filling in forms.

All OEE work is underpinned by a "Certainty of Outcome" guarantee, which pledges to deliver pre-agreed objectives without compromise.

Describing this as "a unique promise to our clients", Palmer believes it helps to foster "braver and more creative business thinking" from firms grappling with disruption.

HAVING AMBITION

"For smaller companies competing against big brands, it's important that financial risks don't inhibit ambition. OEE helps clients create a point of difference without risk."

OEE won an MCA consulting excellence award for **Client Service & Value** as a result of this mission. It is the only MCA member to appear in *The Sunday Times* 100 Best Small Companies to Work For 2018.

Palmer says employee loyalty is matched by that of its clients. Its annual growth rate of 20 per cent since 2008 has, he says, been fuelled almost exclusively by client referral. The firm's Net Promoter Score, an index that measures customers' willingness to recommend a company, has risen by 42 points since it was first measured in 2012.

"We offer great service and we're easy to get along with so I'm not really surprised that one client calls us their 'secret weapon'."



↑ High spot Mark Billige, holding award, celebrates with the team from Simon-Kucher and Partners

BEST NEW CONSULTANCY

The price of success

NIGEL KENDALL



Mark Billige, managing partner with the strategy and marketing consultants Simon-Kucher & Partners, professes himself "very pleased" with the MCA **Best New Consultancy** award. "We've been around globally for 30 years and in the UK for 15 years, but we are new to the MCA. It was the first time we'd entered the awards [which enabled the firm to enter for Best New Consultancy], so we were chuffed to come away with this."

PROFIT GROWTH

Simon-Kucher, Billige says, is "a consultancy that only really does pricing and revenue". "Our job is to ask one question: what will people pay for this? And we are currently asking that question for pretty much every product going, from cars to holidays, from margarine to nuclear power reactors. You name it, we do the pricing and the revenue strategy for it."

It sounds straightforward. Deceptively so. "One of the things we wrestle with is differences of approach within a company," Billige says.

"You can talk to a CEO who tells you it's all about profit growth, in which case you'd probably end up with rather higher prices. Or you speak to the head of sales who'll tell you they want to shift more product, which probably means rather lower prices."

"So that's a massive tension. We are the difference between working out numbers on spreadsheets and actually working with clients to help them resolve their trade-off."

"I would say that pricing is the moment of truth for every single business – you either sell not a lot of things for high prices and make a lot on each one you sell, or you sell a lot of things and make a little money on each one – and both are perfectly valid business strategies."

"So you have to work with clients to help them resolve their own business questions."

CONSULTING EXCELLENCE FOR PROFESSIONAL DEVELOPMENT

TRAINING HELPS STAFF SEE BIGGER PICTURE

JOSEPHINE MOULDS



Thales Cyber and Consulting (TC&C) created its Consultant Development Programme as part of a major overhaul

of the business. It designed the 12-month training programme in-house, looking at how consultants operated on a day-to-day basis and how they dealt with difficult situations. TC&C included training on bid writing; time management; understanding priorities; strategic selling; and how to partner with other organisations.

TC&C's managing director, Pete Hoddinott, above, says: "We had a very technical set of people, but what they lacked was the consulting behaviours, being able to develop opportunities. In order to support the strategic vision of the business, we knew that we needed to focus on our consultants as individuals."

TEAM SPIRIT

With a staff of 140, TC&C put 31 of its consultants through the programme last year, with another 30 doing the same this year. Part of the aim is to help create a team ethos, which can be lacking among consultants as many tend to work alone on customer sites.

Hoddinott says: "Being part of a wider organisation and communicating with their peers is something that needs to happen in order to develop not just their professional background but also their technical capabilities."

As a result of the training, consultants have developed internal networks and peer mentors, collaborating on ideas and best practice.

TC&C has increased revenues by 20 per cent since implementing the programme, which has also helped retain staff. Previously, around 22 per cent of its employees used to leave every year, but that figure has come down to 10 per cent. The initiative won TC&C the MCA consulting excellence award for **Professional Development**.

Hoddinott said his consultants are now looking beyond the task in hand to determine what else the company can do for its customers. "They are more focused on actually solving the customer's problem, looking outside their own technical capability, and bringing in additional people to help satisfy that requirement."



To support the strategic vision of the business, we knew we had to focus on our consultants as individuals
PETE HODDINOTT

CONSULTING EXCELLENCE FOR ETHICAL BEHAVIOUR

'The best consultancy you've never heard of'

VIRGINIA MATTHEWS



Ethical behaviour may mean different things to different people, but for Claire Kennedy, left, who co-founded PPL more than ten years ago, the core principle is "to leave a client organisation in a better shape than when you found it".

At a time when health, education, social care and third-sector clients have ever more demanding remits but less cash, she believes PPL's consistent, 95 per cent repeat-business record bears testament to its passion for long-term results.

"There can be a temptation in my industry to dwell on short-term glitz and glamour, but as a business run on social enterprise lines, PPL strives for sustainable change, both for the public sector organisations which hire us and for their end users."

Taking what she calls a "long-term partnership rather than a short-term transactional approach", PPL sees competitive pricing as a "moral choice" and uses it to facilitate long periods of consultancy support among clients with dwindling budgets.

In the past two years, the firm has trained more than 350 in-house consultants and change agents, working across key public sector

organisations to continue PPL's work once projects come to an end.

In the past decade, PPL has donated more than £50,000 to charity. In 2018, it will provide a further £50,000 to ten selected charities working to support communities in the UK.

AVOIDING PITFALLS

Kennedy, who celebrated picking up the MCA consulting excellence award for **Ethical Behaviour**, says: "Many of us had a commercial consultancy background before we came to PPL and are very keen to avoid the pitfalls, including short-term thinking, that we have encountered elsewhere."

With a recent independent survey of PPL staff finding that 100 per cent of them would recommend the firm to prospective clients or recruits, she adds: "We are immensely proud of our ethical stance and enjoy being the best consultancy people you've never heard of."



Actions speak louder than words. This year, our consultants picked up seven MCA Award wins and two highly commended entries bringing our total to 31 accolades over three years. It's what we do that makes the difference.



Congratulations to all of our 2018 MCA Awards finalists:

Mark Abbott, Martin Aspel, Sam Baker, Julian Barker-Danby, Jay Bevington, Amanda Bott, David Chapman, Jamie Chen, Jason Gordon, Jackie Henry, Rachael Holtzberg, Tim Jessel, Nico Kleyn, Darren Leafe, Neil McIntyre, Julie Mercer, Colin Mounstephen, Kitty O'Leary, Christopher Orr, Sawood Pearce, Cosima Pettinicchio, Luke Picknett, Chris Reynolds, Andy Robins, Michael Robinson, Hanno Ronte, Ville Roto, Royston Seaward, Sara Siegel, Brad Skrokov, Jenny Small, Mike Standing, Laurence Taylor, Colin Terry, Kevin Walsh, Justin Watson



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