

Consulting Excellence

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Consulting Excellence

The vital skills that drive growth and opportunity

Our consultancies will lead business through Brexit and create growth, says Alan Leaman

Britain's economy must be modernised, more innovative and fairer. We urgently need to improve our public services and make them affordable.

That's the view of management consulting firms up and down the country.

As we face Brexit, the disruption caused by digital technology and

widespread calls for change, how can we best make progress? The winning projects in this special supplement show how these goals can be achieved.

In these pages you'll find compelling evidence of creativity, skill, insight, leadership and persistence, together with deep technical understanding and knowledge.

These qualities are already helping to create growth and opportunity, implement change and equip Britain for the future. They are needed more than ever today and for the future.

This is the 20th year of the MCA Awards. They are joint awards, recognising the work not just of consultants, but the vital role played by clients in achieving success. I am particularly pleased that so many leading client organisations are keen to participate and to win.

Over two decades, the awards have tracked the evolution and growth of UK consulting, recognising a wider range of services and a growing commitment to quality and value.

This year we introduced three new awards for consulting excellence, celebrating the commitment of our member firms to the principles of the Consulting Excellence scheme, grouped under Ethical Behaviour,

Client Service and Value, and Professional Development.

Consulting Excellence is the new hallmark of quality in consulting. Clients should look out for it when considering which firm to engage.

As you'll see from these articles, UK consulting is busy generating new investment and export opportunities, improving the environment, infrastructure and transport systems, driving innovation and enhancing care and support for disadvantaged people.

The benefits go to consumers, patients, passengers, employees, taxpayers and all of us as citizens and users of public services.

Today's consulting industry is increasingly lively and diverse. This year's winners include not only established global names but also some of the most exciting and vibrant specialist firms now active in the UK.

And we are diverse in other ways: 2017 is the MCA's Year of Diversity. Our industry is determined to be a leader in securing the undoubted business benefits of diversity and inclusion in the workplace.

The independence and experience of our judging panel, along with the rigorous process we require, mean that these awards are an authoritative



PAUL CLARKE

Alan Leaman: "We are determined to be a leader in securing the benefits of diversity and inclusion in the workplace"

benchmark of quality. Many congratulations to all the winners. Today's challenges are complex. Our leading consultancies are a fantastic asset for our country. Alan Leaman is chief executive of the Management Consultancies Association



Integration



Integration Consulting is a young Strategy and Management consultancy, meeting the needs of its clients and proudly using its knowledge & expertise to transform ideas into reality.

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A prescription for success

A US pharmacy chain has received a full body health check, reports

Chris Partridge

When Walgreens, the iconic American drugstore chain, took over the equally iconic British pharmacist Boots it also acquired its chief executive, Alex Gourlay, who was promptly moved to take over the US operation.

But when Gourlay moved to the company headquarters near Chicago, he found that Walgreens' position at the top of the industry had slipped behind its rival, CVS. He needed to change the way the company did business and he needed to do it quickly. So he spoke to Sean Connolly, founding partner and chief executive of Egremont Group, the consultancy which had worked on many projects at Boots.

The result was what Connolly calls the "gig of a lifetime", a huge project to transform more than 8,000 stores employing 100,000 people and regain the top spot. Its success has won Egremont this year's MCA **Change Management in the Private Sector** award.

"We needed to move from a leadership climate with a very top-down, tell-do, militaristic, structured approach to a more enabling, collaborative approach," Connolly says. The stores were identical, stocking the same goods and operating



Egremont's work at Walgreens involved more than 100,000 staff in America

the same way regardless of local needs. "They had lost sight of the customer, who they are and what they really wanted, so they needed to reconfigure the company to provide the best possible experience for the customer," Connolly explains.

Walgreens had employed many consultants in the past to tackle the problem, but somewhat ironically for a healthcare firm it had adopted a lofty "doctor knows best" attitude that did not go down well, especially at store level. "We were fairly shocked to find that the previous consultants had had

a doctor/patient relationship with the client," Connolly says.

"We worked in the stores to find out what was really going on. Our approach is to look at the whole system, which bits you need to connect up, how you enable people to deliver performance by working together rather than in different silos, and that means really getting under the skin of the organisation and understanding the dynamics. We worked with Alex's executive team, at regional offices and in stores. By the time we finished work in 2016 we had

touched more than 100,000 people all over the US."

Having made their diagnosis, the Egremont team set about developing ways in which Walgreens staff could improve systems to serve the customers better.

"The most significant change was to configure the stores to drive their own performance and continually improve the way they delivered the customer experience," Connolly says. "We gave them a series of tools and techniques to fulfil prescriptions faster, have the right goods on the shelves all of the time and ensure that customers are getting the experience they want."

At the upper echelons, executives were helped with development of strategic plans and new processes to streamline negotiating the hugely complicated US healthcare system, which involves insurance companies and intermediaries called pharmacy benefit managers among others.

At every stage, the impact of the changes was monitored and compared with stores that had not yet been reached. "We were tracking results against control stores on a basket of measures including sales, margin, back office costs, customer experience and staff turnover," Connolly says. "The return on investment was significant."

Another outcome was a 10 to 12 per cent reduction in staff turnover from a debilitating 50 per cent a year, an attrition rate that incurs high costs in training as well as demonstrating low staff morale.

The impact of the reforms was rapid. "Walgreens got back to Number One last year," Connolly says.

The success was also a factor in gaining Egremont Group the **Best New Consultancy** award, given to a firm that has not participated in the awards before.

Same track, new field

Timothy Price did not dream of becoming a management consultant. While studying sport science at Loughborough University he worked with elite athletes and was planning a future as a performance coach.

Injury, however, led him to a university careers adviser, who suggested that he look at consulting. This, it turns out, has much in common with working with sports stars. "It's all about identifying what it is that they want to improve, working with people who are driven and sharing in their success," Price says.

"Ultimately, a lot of the same skill sets apply. Coaching, developing people, working at pace, focusing on a common goal – it's just the setting that's different."

Price, below, winner of the **Young Consultant of the Year** award, joined the PwC graduate scheme just over four years ago. After working in different parts of the business with a range of clients, from banks to car manufacturers, he joined the operational performance improvement team,



transforming the experience of NHS patients and staff by supporting health trusts. "In a challenging health economy, there is nothing more rewarding than to deliver improved patient outcomes and financial stability," he says.

His successes include leading a project to increase the number of operations taking place each year in an NHS trust. On day one, the matron in charge wavered that if he were to change anything for the better, she'd take his team out for drinks. Within a few weeks she realised her scepticism had been misplaced.

Price's team increased the number of operations by 20 per cent, resulting in more than 2,300 extra procedures in 2016.

Another challenge was managing the huge demand for hospital beds across all trusts.

The outcome achieved by Price's team has been used as a blueprint for the management of beds.

He says the "real challenge" is about changing people's behaviour. "You can have the best analysis but if you don't win people over, then it won't work," he adds.

No challenge too great for double winner

Our Consultant of the Year takes huge projects in her stride, writes

Virginia Matthews

She was wearing a classic little black number when she received two of the top accolades at this year's MCA Awards ceremony, but as director in Deloitte's organisation transformation practice, Sonia Storr is just as happy in overalls and a hard hat.

Named **The Times Consultant of the Year** after her award as **Change Management Consultant of the Year**, Storr says she thrives in engineering-driven environments such as energy, water, manufacturing and transport and relishes the challenges of big-scale projects.

"Wrapping my brain around what a business is, the problems it faces

and how it can bring about a transformation is one of the best bits of my job, particularly when the client produces something tangible like oil and gas," she says.

"It's true that these projects tend to be massive in scale, highly complex and involve thousands of workers. But that — alongside the fact that there really is no standard day when you work in consulting — is all part of the fun for me and my team."

A consultant for more than 15 years, the past four of them with Deloitte, Storr's double accolade reflects a string of notable achievements for big energy clients, including Shell and the trade body Oil and Gas UK.

"Our oil and gas industry faces all sorts of challenges, including technical difficulties with extraction, an ageing infrastructure and falling prices. But it's a sector which is very important to society and the economy, as well as to the 330,000 employees who work in it," she says.

While the process of restructuring in response to changed market conditions has already begun, she believes there is "a lot of work still to be done".



Storr with The Times enterprise editor James Hurley and Fiona Bruce

Although Storr's working life is dominated by the big hard numbers, she believes empathy and "the ability to do things with people, rather than to them," is crucial in any successful consultant. "Big change is always challenging and we need to remember that people will always react to it as unpredictable human beings, rather than emotionless machines."

"In order to make good things happen, it's vital to have a clear vision of what you want to achieve at the

outset, as well as the flexibility to alter your original objectives where necessary along the way."

While Storr was both "embarrassed and gobsmacked" to receive her two awards, she is also keen to stress the contribution of others.

"Whatever I've done on behalf of my clients has been done in collaboration with my team and I've always been far more comfortable talking about what we've achieved collectively. It has been lovely receiving congratulations from so many of my colleagues, but to be honest, I prefer putting my clients into the spotlight rather than occupying that space myself."

A geography graduate with a lifelong love of travel, Storr has worked in China, Brazil, Australia and the US as well as all over Europe and finds collaborating with consultants from different cultures "endlessly fascinating."

"The incredible thing about working for a big firm like Deloitte is that whatever topic you're working on, there is someone somewhere who will be an expert on it."

Consulting Excellence

Costs cut but services remain

A council has managed to find savings without hurting residents, writes Mark Frary

In 2015, chancellor George Osborne announced that central government grants to local authorities would be phased out by the end of 2020. Osborne has since departed but the way that councils are funded is still undergoing drastic change.

Although the new funding arrangements means that councils can now keep all of the money they raise through local business rates, the Local Government Association says this leaves a £4.1 billion black hole that means local services will have to be “scaled back or lost altogether”.

Southampton City Council, for example, needed to find £81 million in

cost savings by 2019/20. The challenge was how to deliver this without cutting services.

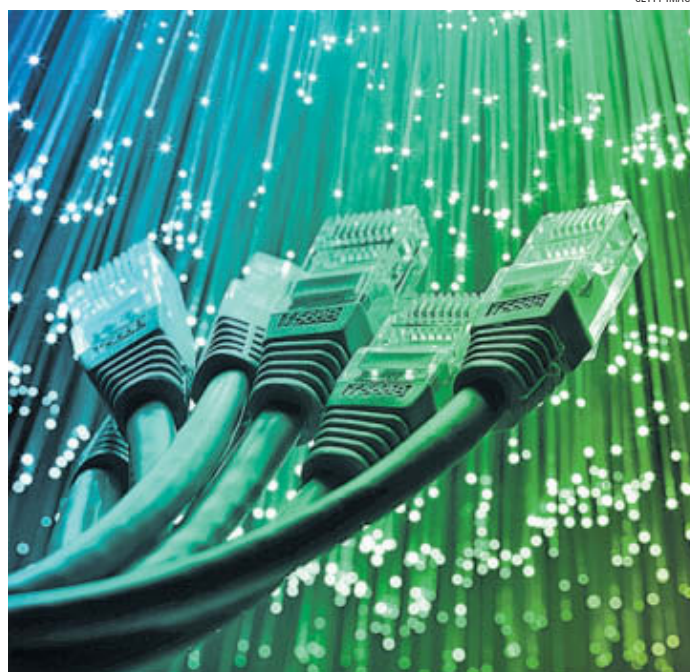
The answer lay not in cutting what it offered residents but in transforming services using digital technology.

“What was evident from the beginning was that we needed to interact with customers very differently and embrace technology,” says Stephen Giacchino, who joined the council as director of transformation in 2015 and who has spearheaded the digital reinvention.

The council called in Capita Transformation, a management consultancy. A joint team of 70 people began by looking at the more than 700 different ways the council interacted with local residents, covering everything from handling noise complaints to buying a parking permit.

The team eventually settled on a programme that would make changes to almost 200 of the 700 operations, shifting residents from calling in at council offices or phoning call centres to serving themselves online.

“We spent a considerable amount of time thinking about how we get to



Switching residents on to digital technology enabled Southampton City Council to find the required savings

focus the change in people’s behaviours, both from a staff and customer perspective,” Giacchino says. “Services from a council are no different from a bank or supermarket. Why shouldn’t they do the same with the council?”

Peter Reynolds, Capita’s transformation director, says: “Whenever we looked at a customer journey we asked, ‘How do we allocate requests to the right people, how do we make sure staff don’t have to rekey information and which parts of the journey can we automate?’”

The team employed a behavioural scientist to work with both residents and staff to determine how to improve the experience of dealing with the council. Giacchino says: “We spent a lot of time making sure that the changes we were making were not being designed from a technology perspective but were user-led.”

One of the earliest successes has been for reporting missed bin collections: the council was previously handling 600 calls a month a— this is now down to 200.

The programme, which went live in spring 2016, is expected to achieve

“We made sure the changes we made were user-led

savings of between £9 million and £10 million for 2017/18, a significant achievement given the council’s net revenues of £200 million. The success has won Capita the MCA Digital & Technology award.

Andrew Theedom, Capita’s local government market director, believes the firm’s role in the project will be increasingly adopted by others.

“We are a hybrid organisation, offering some delivery, some consulting and sharing risks with our partners. That model, I believe, is the future,” he says.

How technology helps firms to raise their game

The likelihood of robots taking over our jobs may have inspired a wealth of dystopian fiction but it is a subject that is notoriously light on facts. Winner of this year’s **Best Use of Thought Leadership** award, Deloitte’s Future of Work series was undertaken to “help clients separate half-truth from statistical data,” Harvey Lewis, director and lead in artificial intelligence at the consultancy, says.

“Having looked back over the past 150 years, we’ve seen that, without exception, technology always increases jobs, productivity and growth,” Lewis says. “All the evidence suggests that this fourth industrial revolution is going to follow the same pattern, despite what the pessimists may say.”

Over the past 15 years alone the number of new jobs added to the economy has outnumbered those lost to automation by a factor of four to one, he says. “The world of work is already changing as a result of robotics and artificial intelligence and more forward-looking clients are finding new ways to adapt.

“Whether it means staff with softer skills being trained as technicians, or IT specialists learning critical thinking, the move towards creating a more balanced workforce is firmly under way.”

Recent research from Deloitte suggests that only 7 per cent of management consultant jobs are likely to be lost to automation in the next 10 to 20 years, in comparison with the 35 per cent of UK jobs at risk overall. While manufacturing will be more

affected than medicine, for example, the challenge of finding new jobs for staff whose roles disappear will affect almost every organisation.

“We’re always looking for new ways to use technology to help become more effective for our clients, so we certainly aren’t immune,” Lewis says.

Deloitte is also the recipient of a second award. Downloaded more than 8,000 times in 124 countries, *Football CEO* is a mobile game where players use commercial management skills to help struggling non-league clubs.

Developed by the firm in conjunction with Vi-Ability, a social enterprise that uses sport to transform the lives of disadvantaged young people, the project has picked up this year’s **Social and Environmental Value** award.

“It is great that we are able to use examples from *Football CEO* to bring our thinking to life,” Ed Greig, of Deloitte Digital, says. “Extensive user testing with those already taking part in the Vi-Ability programme was absolutely key and it has been amazing to hear stories of young people who, having struggled in a traditional classroom, were able to quickly understand new concepts while playing the game.”

Kelly Davies, the former Arsenal and Liverpool Ladies footballer and Welsh international player, is the founder and managing director of Vi-Ability. She says: “We couldn’t have made this project a reality without the support of Deloitte, who’ve worked with us every step of the way.”

VIRGINIA MATTHEWS



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Out-think, out-perform

A world of opportunity for newbies

Young consultants are being given the chance to show their potential, says Jenny Knight

Few newbies to a vast multinational company get to meet board members, let alone handle a presentation to them. Yet the annual Global Shapers programme at Arcadis gives 100 young consultants the opportunity to share problem-solving skills and knowledge with colleagues from across the world — and to impress senior managers.

In a company of more than 27,000 employees active in over 70 countries, the network also ensures contacts.

Becca Harlow, a London-based consultant in benefits management, says: “If you go to another office in another country, you are almost certain to know someone from the Global Shapers network. It opens eyes to different jobs.

“One friend from the UK has moved to Dubai as a result of the programme and another got a new job working with one of the global leaders of the business.”

Harlow, now 24, was part of the 2015 intake of Global Shapers. She says: “Each year there is a different issue. Our theme was how to engage everyone around the Arcadis brand.

“You start in virtual contact with seven other people. My team included people from North America, South America, the Middle East and China. The common language is English and if someone has poor English they are



buddied up with someone who has English as a first language.

“We started to work out what being part of Arcadis meant to us. Then we had a five-day programme in Rotterdam with all the people from that year’s intake. It’s about collaboration and working together as a unit and then presenting findings back to the board.”

Becca’s team looked at how to improve recruitment and retention using social media to raise a company’s profile. Another group developed a board game called

Tomorrow’s big cheeses: Arcadis Global Shapers and senior leaders pose for a selfie

Living Our Brand, explaining the company’s mission.

Competition is fierce to join the network. Rebecca Bell, a graduate in French and Spanish from Durham University working in the commercial team as a project manager, put in her successful application in the form of a rap video.

The Arcadis programme is winner of this year’s **Consulting Excellence Award for Professional Development**. Sylke Raymakers, global director of leadership development and founding mother of

the programme, says it was launched to increase the pool of high potential professionals and to leverage the talents of new generations.

“The Global Shapers community turned out to be a good platform to test ideas and concepts, to recruit talented young professionals for international and strategic assignments, and to position Arcadis as an attractive employer for millennials,” she says.

Mohsin Azam, business analyst for the Middle East region and a Global Shaper in 2016, says: “Imagine, starting your job in a new country, a new sector, and then be fortunate enough to be given the opportunity to express yourself, meet and understand your colleagues from across the globe. I couldn’t have asked for a better start at Arcadis.

“I still remember the day when I got an email from the organising committee: I was in. We worked in virtual teams, had Skype sessions and brainstormed ideas.”

Azam adds: “Interacting with people from different cultures, different backgrounds and different styles was a great learning experience. The next phase took us to Doha, Qatar, for the face-to-face programme. We shared heated debates, work streams, much needed jokes after late nighters, brainstorming sessions, food, rooms, swimming pool, soccer field, yoga mats, dhow cruise and the journey through the desert. Most importantly, we shared our own true personalities and we shared success.”

There have also been many benefits for Arcadis. For example, the 2013 generation came up with a video wall website where young professionals can share their stories about working at Arcadis. The wall with its 100 stories is used for recruitment.

MCA awards 2017 The full list of winners and those highly commended

Overall winners

Project of the Year

Integration Management Consulting Limited with Department for International Trade

Times Award for Consultant of the Year

Sonia Storr, Deloitte

Best New Consultancy

(Sponsored by Prism Executive Recruitment)

Egremont Group

Highly Commended:

Pearson Ham Consulting

Consulting excellence winners

Consulting Excellence Award for Client Service & Value

PPL

Highly Commended:

GE Healthcare Finnmore and PwC

Consulting Excellence Award for Ethical Behaviour

Arup

Highly Commended: PwC

Consulting Excellence Award for Professional Development

Arcadis

Highly Commended: Moorhouse

Project category winners

Best Use of Thought Leadership

Deloitte, the Future of Work series

Highly Commended:

PwC for their work with CBI

Change Management in the Private Sector

Egremont Group with Walgreens

Highly Commended:

Challenge Consulting with Hitachi;

Capital Vehicle Solutions

Change Management in the Public Sector

Integration Management Consulting Limited with Department for International Trade

Highly Commended:

Deloitte with Hampshire County Council;

GE Healthcare Finnmore with Midlands and Lancashire CSU;

KPMG with Western Sussex

NHS Hospitals

Commercial Excellence

Pearson Ham Consulting with

Welcome Break Group

Customer Engagement

(Sponsored by Huthwaite

International)

EY with Informa

Highly Commended:

Deloitte with Aldi

Digital & Technology

(Sponsored by Thales Cyber

and Consulting)

Capita Transformation with

Southampton City Council

Highly Commended:

Atos Consulting with Royal Free

London NHS Foundation Trust;

Deloitte with Clydesdale and

Yorkshire Bank

Finance and Risk Management

Arup with Dwr Cymru Welsh Water

Innovation

(Sponsored by Kimble)

Propaganda with ReFood

Highly Commended:

Deloitte with Transport for London

International

(Sponsored by IndigoBlue)

PwC with CDKN

Highly Commended:

Egremont Group with Walgreens

People

(Sponsored by KellyOCG)

Arup with East Midlands Leadership

Academy (EMLA)

Highly Commended:

Accelerating Experience with

CitySprint

Performance Improvement in the Private Sector

(Sponsored by Mindbench)

Curzon & Company LLP with

Chemring Group Plc

Highly Commended:

Arcadis with Southern Water;

GE Healthcare Finnmore with

Healthcare at Home

Performance Improvement in the Public Sector

Arup with London Overground, TfL

Social and Environmental Value

(Sponsored by X-Forces)

Deloitte with School of Vi- Ability

Strategy

Propaganda with ReFood

Highly Commended:

Cognosis with SABMiller

Individual consultant winners

Change Management Consultant of the Year

Sonia Storr, Deloitte

Highly Commended:

Tatiana Collins, BearingPoint

Digital & Technology Consultant of the Year

David Woodhead, DXC Technology

Highly Commended: Ed Greig, Deloitte;

Maria Kordoni, Arup

Performance Improvement Consultant of the Year

Olu Eriolu, Arcadis

Highly Commended:

Shiow Wei Goh, Deloitte

Strategy Consultant of the Year

Jamie Ounan, Inner Circle Consulting

Highly Commended:

Josef Hargrave, Arup

Young Consultant of the Year

Tim Price, PwC

Highly Commended:

Emily Brennan, Atos Consulting;

James Lawson, Deloitte;

Caoimhe Thornton, KPMG

Judging panel

Simon Atkinson, Chief Knowledge Officer, Ipsos MORI

David Bailey, advisor to Professional Services Firms

Edward Bickham, Managing Director,

Extracting Value Ltd

Kirsty Birks, Strategy Director, Boost Drinks

Paul Collins, Chairman, Equiteq

Andreas Credé, Director, Credé Associates Limited

William Etchell, FCA

Andy Gannon, Executive Coach, Mentor and Advisor,

Gannon Associates

Rob Garner, Strategic Advisor

Jan Gower, Partner, Medway Consulting

Vlatka Hlupic, CEO of The Management Shift

Consulting Ltd / Professor of Business and

Management at University of Westminster.

Lesley Hume, Executive Director: Fraud, Error Debt

and Grants Function, Cabinet Office

William Johnson, Managing Director, Psychological

Skills for Professional Services (PSIPS)

Ren Kapur MBE, Founder & CEO, X- Forces

Mitchell Leimon, Head of Procurement, Project

Delivery, Department for Business,

Energy & Industrial Strategy

Sandra Macleod, CEO, Mindful Reputation

Christoph Marr, Managing Director, Marr Procurement

Meri Mayhew, Head of Policy, The Forces in Mind Trust

Kevin Money, Director for Research, School of

Marketing & Research, Henley Business School

Pat Newberry, Non-Executive Director,

Paragon Bank Plc

Simon North, Career Coach & Business Advisor,

Simon North Associates

Vicky Pryce, Board Member, CEBR

Duncan Robertson, Fellow in Management Studies,

Oxford University

Rachel Sanders, Co-Founder, Westmount Partners

Sally Scutt, Strategic Advisor, International

Compliance Association

Peter Smith, Managing Editor, Spend Matters Europe

Jen Stevenson, Head of Procurement, Virgin Care

Paula Sussex, CEO, Charity Commission

Andrew Vaid, Founder, Firestone Coaching

Paul Vincent, Vice President, Global Talent Supply

Chain Strategy, Kelly Outsourcing & Consulting Group

Phil Walker, CEO, Summerswood Ltd

Steve Watmough, CEO, Mason Advisory

Lesley Wilkin, Director / Co-Founder,

Smart Space Learning Ltd

Driving innovation via Latin America

A unique initiative has brought in investment worth £100m to the UK, writes **Alan Copp**s

A soft drinks maker from Chile, an Argentine fashion house and a company developing an automatic golf cart that can find its way around the most complex courses are among new firms brought to Britain through an innovative project that has attracted inward investment from Latin America.

Since 2014, Integration Consulting, a company whose roots lie in Brazil, has in partnership with the Department for International Trade brought in more than £100 million in investments and generated 200 new jobs in Britain from a region that has relatively little recent history of trading with Europe.

“In Latin America, firms are not used to investing outside their own area. So, people did not know how to go about that, nor what the UK had to offer,” says Leonardo Zylberman, managing partner in Integration’s Argentina office. “We had to start by putting together a strategy, talking to companies, trade associations and chambers of commerce to see what interest there was.”



“Firms in Latin America were not used to investing outside the region

Guido Solari, the director leading the project, says: “The focus for us was to find companies in South America that had the capacity to expand globally and could use the UK as a platform to do that. We had to identify countries where such companies were based and what sectors they were likely to be in, where we could match the demand in Britain with the kind of goods they could supply.”

The project was part of a government drive to assess potential foreign direct investment from emerging markets where British trade representation was thin on the ground. It excluded Brazil and Mexico, where links are already developed, so most of the potential openings were identified in Argentina, Colombia and Chile, which account for more than 80 per cent of the region’s GDP. Other opportunities were found in Peru, where the food and drink industry is strong, and in Uruguay, which has a thriving technology sector.

Baro Vehicles, the Argentina-based makers of the autonomous golf cart, moved into new workshops at MIRA, the automotive technology park in Nuneaton, Warwickshire, in March as the first step in a £10 million investment. It aims to launch the Baro One Golf Car, which features solar power, a dual suspension system for a smooth ride around the course and navigation technology, later this year. Taking advantage of the test and specialist development facilities available at the Nuneaton test track, over the next five years it plans to



The Integration Consulting team with their partners from the Department for International Trade collect their awards from presenter Fiona Bruce

expand to 50 engineers and administrative staff.

Malos Hábitos, a clothing store founded in Buenos Aires in 2000, arrived this month to set up a design workshop in London and plans to use materials imported from South America to create a range of fashion and footwear for the British market.

Naif Drinks, a Chilean firm, set up a base in Cambridge in 2015 to import its hibiscus, elderflower and rose-flavoured soft drinks. It has now outsourced production in Britain and is looking to expand its volume in bars and restaurants.

Others that have arrived as a result of the project include technology firms from software and agritech specialists to gaming and virtual reality; creatives, including design and digital agencies, and financial services firms attracted by the City of London.

Integration won two awards — for **Project of the Year** and **Change Management in the Public Sector**.

The success of the project mirrors Integration’s own evolution. Started in Brazil in 1995, the firm set up a London office in 2010 and one in Munich in 2015. It now works with companies including Diageo, Red Bull and L’Oréal across 63 countries.

Solari says: “The advantages for those in this project are that Britain has a very open economy to look for funding, it is also an excellent place to build a research and development platform and, compared with Latin America, the tax burden in the UK is about half as much.”



Helping small nations make a big difference

A PwC team played a key role in vital climate change discussions, reports **Mark Hunter**

It was only when Kiran Sura flew into the Marshall Islands that she fully appreciated the enormity of the task she had taken on. Until then, the consequences of climate change had seemed remote, an abstract concept even. But on the coral atolls that make up the tiny island state in the Pacific Ocean, global warming is a day-to-day reality.

“The highest point in the capital, Majuro, is just 1.5 metres above sea level. So while they are trying to get the world to listen on climate change, they are being decimated by huge tides. The consequences are life and death,” she says.

Sura is an assistant director at PricewaterhouseCoopers (PwC), which has won the **International Award** for its work leading a global alliance of non-profit and government organisations to support the Climate and Development Knowledge Network (CDKN).

The role of CDKN is to ensure that developing countries are properly represented during international negotiations on climate change.

“The big developed countries send vast numbers of highly specialised negotiators to these talks,” Sura says. “Developing countries don’t have the resources to do that, so we are trying to level the playing field.”

During the 2009 climate change summit in Copenhagen, developing nations struggled to get their message across and the talks ended in failure. Six years later, however, their position was much stronger, and in December 2015 the Paris summit concluded with a commitment by every country in the world to reduce greenhouse emissions.

A stunning eco-system surrounds the Marshall Islands, but the country is under huge threat from global warming

The technical, legal and strategic support offered by CDKN played a big part in this success.

“We trained 1,200 individuals from developing countries around the complexities of the negotiations,” says Sam Bickersteth, chief executive of CDKN. “We provided 2,500 pieces of legal advice, much of it pro bono from UK legal firms. We then helped draft submissions from developing countries [for] the talks. What’s really exciting is that 50 per cent of those submissions were incorporated into the final text.”

He says that as a result, the collective voice of the developing countries was evident in the Paris Agreement.

Bickersteth believes that developing nations bring a moral imperative to climate negotiations that can be difficult to ignore.

“Countries like the Gambia and the Marshall Islands have been doing a lot to invest their own resources in low-carbon development,” he says. “They can then say to developed countries: ‘Look, this is what we are doing. How are you, the historic polluters, going to respond to that?’”

Both Sura and Bickersteth regard the Paris Agreement as a highlight of their careers, although they are keen to stress that there is a lot of hard work still to be done.

“Of course, it is highly motivating to be working in such a worthwhile area,” Bickersteth says. “But there’s still a management job to be done. We have an accountability both to the developing countries and to the UK taxpayers whose money we are managing on their behalf.”

It is also important to keep up the pressure to ensure that the promises made in Paris are carried out.

“The most vulnerable countries are those that are least responsible for climate change,” Sura says. “But they are on the front line in terms of the impact [of global warming]. As Tony de Brum [the former Marshallese foreign minister] has said, if we are not sufficiently ambitious, then his islands disappear. His children and his grandchildren will not have a home.”

“Vulnerable countries are on the front line of global warming

Research hub the result of winning hearts and minds

The ability to marry people, profit and planet is what won Jamie Ounan the MCA’s **Strategy Consultant of the Year Award**.

“What made my work stand out was that it strikes a balance between social, commercial and environmental returns,” says Ounan, 39.

A director of boutique consultancy Inner Circle, he devised the strategy for the London Cancer Hub, a 26-hectare life sciences research hub in Sutton, South London, which will specialise in cancer research and treatment.

The initiative aims to bring together 10,000 scientists, clinical and support staff, and offer research and development space for biotechnology, pharmaceutical and software companies.

Potentially the hub will create 13,000 new jobs, generate £11 billion in economic value each year and, it is hoped, accelerate the development of cancer drugs.



The cancer hub will be phased in over 20 years

It is this link between Ounan’s work and the quality of patient care which made the project both challenging and rewarding.

He says: “When you cluster healthcare academics and practitioners together in a single site, there is an acceleration of innovation. We estimate that the project will accelerate the Institute of Cancer Research’s rate of drug discovery three-fold. That impact on society is wonderful.”

The project involved

uniting four stakeholders — the Institute of Cancer Research, the Royal Marsden NHS Foundation Trust, Epsom and St Helier University Hospitals Trust and the London Borough of Sutton. Ounan says the project was successful because he aligned their thinking. “Each had different objectives, priorities and risk appetites. I had to win their hearts and minds and get them working as a team.”

He began his career working on regeneration projects for London’s

Tower Hamlets council before moving into the private sector. After a stint working on the London Olympics legacy strategy, he co-founded House Consulting, a small firm in the regeneration field. He joined Inner Circle as a founding director in 2014.

Inner Circle, which specialises in real estate and regeneration projects, has doubled turnover every year, which Ounan puts down to hiring a talented team of 20 staff. He says being a good strategy consultant means being results-focused. “Strategy consulting is sometimes perceived as unnecessary; people say we should get the hell on with executing the strategy. The only way to be a decent strategy consultant is to understand how you are going to deliver the end result.”

His next project is setting up Be First, a public sector-owned regeneration company, for London’s Barking and Dagenham council. **SEB MURRAY**

Firm still adheres to founder’s principles

If you deal in arms or cigarettes it would be better to give Arup a miss, says **Emma Bartley**

Long before corporate social responsibility became a buzz term, Sir Ove Arup sat down to write a speech. It was 1970 and, addressing his partners and employees, the engineer suggested that a better title might be “Musings of an old gentleman in a garden”.

Yet as he warmed up, Sir Ove set out a radical vision by which his company — winner of this year’s MCA **Excellence Award for Ethical Behaviour** — continues to abide. His principles of quality, integrity, humanity and usefulness can be seen in Arup’s recent projects, from the “living wall” installed on a London scaffold to reduce noise and air pollution, to its involvement with C40, a network of global megacities committed to tackling climate change. As Sir Ove envisioned, the engineering consultancy’s unusual

ownership structure means that it is held in trust for the benefit of employees (known as “members”). Profits are shared among members and also invested in issues that they feel are important to the sustainability of the firm and the world.

“The future of energy, the development of cities, water and transportation have been our priorities for the past six years,” says Stephen Pollard, group director for management consulting.

As a result, Arup has a reputation for ethical behaviour that brings in plenty of business. For example, sustainability was at the centre of a broadcast studio the firm helped Sky



Staff images have created this mural of founder Ove Arup

TV to design: “They had a very strong vision and they chose to work with us because of our reputation,” Pollard says.

Interestingly, Arup does not accept every potential client. “Any member of staff can go straight to the group board if they think a client or partner is unethical,” Pollard says. Cigarette factories and defence companies have both been rejected on this basis.

Organisations that do make it are likely to keep using Arup: over 80 per cent of projects are for returning clients.

Underpinning the firm’s ethical culture is a careful approach to recruitment and retention. “Internally,

we should eschew nepotism or discrimination on the basis of nationality, religion, race, colour or sex,” Sir Ove said in 1970. Today, Arup participates in the National Equality Standard and Stonewall benchmarks and has appeared in *The Times’ Top 50 Employers for Women* for the past six years. A record number of apprentices (51) were hired in 2016, while a third of new graduate recruits were female, above average for the sector.

With no shareholders, Arup is not obliged to chase profits, aiming instead for “reasonable prosperity”. This allows it to take a long-term view of its staffing and knowledge base, exploring issues with no immediate business application. In one example, Jo da Silva, now director of international development, became interested in the challenge presented by urbanisation in developing countries. This sparked a collaboration with the Rockefeller Foundation that is now “the backbone of a lot of advisory work we’re doing in a number of settings”, Pollard says.

“Yes, it sounds like a fairy tale, and perhaps it is,” Sir Ove’s key speech concluded. “But there is something in it.” Nearly 50 years later, with more than 12,000 staff in 92 offices around the world and profits of more than £1 billion in the year to March 2016, it seems that he was right.

Consulting Excellence

'It did not have a commercial bone in its body'

A firm has cast off its 'Bletchley Park feel' and is back in profit, reports

Chris Partridge

It is often said that Britain has unrivalled research capabilities creating world-beating technologies, but often fails to convert them into commercial success. Michael Flowers found a perfect example of this in Roke, the research subsidiary of defence contractor Chemring.

Set up in the 1950s at Roke Manor, a pretty country house in rolling Hampshire countryside, the operation supplies research and engineering services to the defence sector. But, Flowers says, financial performance was under par when he became chief executive of Chemring three years ago.

"I saw the business had some extraordinary capabilities, doing very important work for both industry and government, but wasn't delivering in financial terms," he says.

An internal review painted a picture of an organisation that had lost touch with its customers.

"The market had moved but the

business had not," Flowers says. "It was not looking at what the markets needed; it was looking at what it needed. There was a very, very complex organisational structure and a very bureaucratic process. It was almost as if an organisation of 400 people was behaving like a large government department."

Flowers called in Curzon & Company, the management consultancy. The Curzon team was lead by John Mason, its head of manufacturing and engineering services.

Mason also picked up on the old-style, government-sector atmosphere at Roke. "It had the Bletchley Park feel, pseudo-public sector serving the MoD and didn't have a commercial bone in its body," he says. "There was a lot of blue skies thinking without thought to the commercial imperative, but it had huge potential with its intellectual capability and its reputation in the industry."

The first step was to get a handle on the problem. "In an engineering environment you have to start with facts and data, so we started with analysis but also engagement through an employee council, explaining what we wanted to do and what the business objectives were," Mason says. "We needed to convince the staff that even if we had not got solutions we did have a finger on the problem."

Over the course of a year in which Curzon consultants were embedded at



Roke, a strategy for change was developed. Management was refocused from technology sectors to market sectors, enabling multi-disciplinary teams to be created for individual projects.

Crucially, a resources management system was installed to measure operational and commercial performance for the first time. "Getting those metrics in place, visible to management and to the staff, and putting targets in place, were all measures to start to change behaviour," Mason says.

The new, more commercially-minded approach had a rapid impact, according to Flowers. "It has led to

Curzon & Company has given Roke a more commercially-minded approach to its operations, improving staff morale

better returns in 2015 when we did all this work and much better returns in 2016. And we are seeing that level of performance being sustained."

The project has won Curzon the **Performance Improvement in the Private Sector** award.

Flowers also reports improved staff morale. "The organisation is more effective, more efficient, doing more and higher value work and that leads to greater satisfaction," he says.

Better working conditions meant Roke could attract better talent: last year 28 graduate engineers were recruited, a considerable increase for an organisation of 300 engineering staff.

Digital transformation brings in the customers

Shared goals were key to changing the fortunes of an events company, writes Seb Murray

Sometimes it's not what you know but who you know that counts in business. Informa knows this better than most of us: the publishing and events company connects 150,000 people at 300 high-profile conferences every year.

But with billions of people now networking online, it faced slowing revenues and competition from tech-savvy rivals. This led the company to create a growth acceleration programme, which focused on enabling digital transformation and improving operational effectiveness.

To help accomplish these objectives, Informa entered a contract with EY in

2015. For 12 months, up to 30 EY consultants worked at Informa's events business, now known as KNect365, in London to bring new digital products and services online, increase sales and fundamentally transform the company's relationship with its customers.

The work has won EY the 2017 **MCA Customer Engagement Award**.

Isobel Peck, chief audience officer at Informa, says: "EY had an instinctive grasp of our business and the challenges we faced."

An essential part of the programme was the creation of a new online platform, which brought Informa's various conferences on subjects such as life sciences and finance together and enabled the company to accept digital payments for the first time.

Peck says: "When we started the project we had no unified market message. Now we have all those disparate brands on the platform, we can cross-sell our services and that has enabled us to increase digital revenue."

EY also identified ways for the company to move away from an over-reliance on single event marketing



and towards ongoing, year-long engagement with customers.

"Prior to the project we did not engage with our customers between events, which take place once every 12 months or so. We wanted to extend our relationships with our customers to 365 days a year," Peck says.

"So we reshaped our marketing department with EY and hired more marketing staff who focus on producing relevant and interesting

Informa's online platform enables it to cross-sell its services and increase revenue

content, which helps keep customers engaged all year round and also helps us attract new audiences."

Within nine months of the project going live, real-time digital ticket sales hit £7.5 million and the conversion rate — website visitors to sales — more than trebled, indicating better customer engagement which can aid the company's long-term growth.

Michael Von der Geest, partner for technology, media and telecoms at EY, says: "Like many businesses in the events space it was important for Informa to increase its digital revenue because face-to-face networking events are happening less frequently and digital networking is increasingly becoming the norm."

EY agreed to tie a "significant portion" of its fees from the project to Informa's revenue growth, he says. "We believe in the business model and we knew what we needed to do to further improve customer engagement."

He believes this created a strong bond between the two organisations, needed for effective collaboration. "We had a shared set of goals and that was key to the success of the programme."

Where there's muck, there's brass

Food waste slurry could become the holy grail of the bio-fertiliser world, says Mark Hunter

The green credentials of ReFood, the food recycler, were impeccable even before they decided to go into the bio-fertiliser business.

The company's anaerobic digestion (AD) plants were processing over 300,000 tonnes a year of food waste that would otherwise have gone into landfills. Biogas produced in the process was being used to create electricity, fed into the national gas grid or turned into green fuel for trucks.

It was almost the perfect "closed loop" in which waste becomes fuel, whose use creates more waste to be turned into fuel and so on. There was just one snag — an AD by-product known as liquid digestate.

"Digestate is actually full of good stuff, nutrients and so on. But historically it's been viewed as a waste

product and treated accordingly. We had to pay people to take it away," says Philip Simpson, commercial director at ReFood.

Determined to turn muck into brass, ReFood turned to Propaganda, a Leeds-based brand strategist which came up with a three-phase strategy in which the digestate would be reclassified as a fertiliser, marketed as such and ultimately reformulated for domestic consumers.

The result is ReGrow, a bio-fertiliser that is now being sold to farmers throughout the UK. ReFood is profiting from a product it was previously paying to get rid of and its operational costs have plummeted by 60 per cent. The project so impressed the MCA judges that it won both the **Innovation** and the **Strategy** awards.

Richard McMurrough, director at Propaganda, admits the challenge of turning digestate slurry into a valued product was initially daunting.

"At the time it didn't even have a name," he says. "It was just this brown liquid with no positive perception. So we did a lot of research into digestate and conducted 50 face-to-face interviews with government bodies, charities and academics."

The next step was for the digestate to achieve PAS 110 accreditation, allowing it to be used on farmland.



ReGrow bio-fertiliser is now sold to farmers throughout the UK

"Without accreditation it can't be classed as organic and you can't use it on certain forms of land," Simpson says. "There are a lot of checks and balances to show that it's food waste and nothing else."

Achieving PAS 110 kickstarted a polished marketing campaign in which the now-christened ReGrow was presented to farmers as a credible alternative to chemical fertiliser.

"Whatever goes on the field affects the farmer's livelihood so it was essential that we had a lot of credibility," McMurrough says. "We brought recognised specialists into the team, produced a lot of education pieces, contractor manuals, case studies and raised awareness that ReGrow is a viable green alternative to bagged, chemical, mined phosphate."

The next phase will be to produce a version of ReGrow that could be used by domestic customers. "We want to take what is now a liquid and turn it into pellets that could go on the shelf at B&Q," McMurrough says. "A business to consumer format is the holy grail."

Simpson believes the marketing of ReGrow finally delivers the "closed loop" model cherished within the environmental industry, with the added benefit of a commercial interest in every stage of that loop.



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Consulting Excellence

Empowerment is key

Good consultancy is about listening to the staff on the front line, reports

Laura Whateley

PPL is determined to challenge the common perception that consultancy is all about “powerpoint and process”. To have the greatest possible impact, you have to empower clients and the communities they work for. “The ethos that drives us is recognition that change doesn’t happen because consultants come in and do it,” says Claire Kennedy, co-managing director of PPL. “The people that have the best understanding of the problem are often the individuals who are delivering services on the front line or the people receiving them; a lot of our work focuses on co-design with them. Unless you invest in individuals that are part of the team it is difficult to design something meaningful.”

The independent consultancy founded in 2007 by Kennedy and Simon Morioka, co-managing director,

is the first to win the **Consulting Excellence Award for Client Service and Value**, an accolade that has been introduced for the first time this year.

Kennedy and Morioka had worked together in local government and felt passionately about the sector, which they believed was facing huge challenges and needed support.

The consultancy has grown organically ever since and they now have 30 full-time consultants and a turnover of £3 million.

The judging panel praised PPL’s commitment to client service and value, noting: “This firm is driven by the impact that they make with their clients ... ensuring that it is a powerful and sustainable values-driven business. They demonstrated great clarity of vision, impressive leadership and a relentless focus on impact and benefits for clients.”

PPL works with the NHS, local government and big charities and since its inception has had a 95 per cent rate of repeat business.

Staff buy into its ethos, too — in confidential employee surveys, 100 per cent of respondents said they would recommend PPL both as a place to work and as an organisation to work with.

The team is increasingly trained in-house, from apprentice level all the way through to senior managers,

focusing on delivering the best professional consulting service possible but with an emphasis on partnerships.

It has also invested in its in-house consultancy development programme, training staff within the NHS, the Social Care Institute for Excellence and Carers UK in developing core consulting skills.

“One of the reasons we have been able to achieve impact is the depth of relationships that have taken place over long periods,” Kennedy says. “We have been on a journey with clients, working with them to develop strategies. We take the approach of, ‘What does our client need and what can we bring?’ It’s not about flooding the organisation with hundreds of consultants then leaving, it’s about genuine partnership dialogue.”

One of its successful partnerships was with West London Alliance, developing an integrated hospital-discharge programme. By listening to health and social care workers and patients it reduced delayed transfers of care by up to 50 per cent.

The initiative also freed up 35 per cent of nurses’, therapists’ and social workers’ time, while 89 per cent of NHS ward staff said that it had significantly improved the hospital discharge process.

PPL developed a “people and



PPL’s hospital discharge programme is being developed for use nationwide

customer approach”, asking: “Would this be good enough for your family members?”; “Would this be good enough for when you get older?”; and “Would this live up to your expectations as a professional?”

The model is now being developed for NHS and local authority services nationwide.

Morioka says: “It’s challenging to undertake an engagement exercise with members of the public that isn’t simply consultants presenting a plan, making a note of what people say about the plan, then going off and doing what they had decided they would do in the first place.”

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Shock and stress all in a day's work

Resourcefulness and resilience are key to a company's longevity, reports Emma Bartley

What does a resilient organisation look like? This was the question posed by Welsh Water at the outset of its Water 2050 Vision project. "Repeated engagement tells us that our customers expect us not only to do a good job now, but to be looking ahead to how things like climate change, population growth or a worldwide pandemic could put these key services at risk," says Chris Jones, chief executive.

Both the substance of the project and its long-term reach made Arup an obvious choice of partner. Like Welsh Water, the consultancy — which has pulled off a trifecta of MCA Awards for its client work this year — has no shareholders, enabling it to take a long-term view on projects rather than chasing short-term profits. Arup was also able to advise on global best practice, having previously worked with the Rockefeller Foundation on the City Resilience Index, which looks at cities' vulnerabilities and how to mitigate risk.

This holistic model didn't need much adapting to be applied to a utility company. "The thinking on resilience in the UK was perhaps too focused on asset resilience and we wanted to look at the resilience of our business as a whole," Jones says.



Accordingly, Arup developed a 30-year strategy that would take into account shocks and stresses old and new, winning the **Finance & Risk Management** category at the awards and generating plenty of support to date (the plan is still in consultation).

Another essential public service that faces a challenging future is the National Health Service. An ageing population, financial pressures and unforeseen events such as the recent ransomware scandal mean that NHS leaders are required to be increasingly resourceful. The East Midlands Leadership Academy (EMLA) therefore asked Arup to create a training programme for NHS leaders

Under Arup's careful guidance on safety, 25 per cent additional capacity has been achieved on the London Overground

that would help to foster a culture of compassion, producing empathetic yet resilient leaders.

Unusually, Amy Foster, the client who commissioned the course, was also present as a delegate, creating an unusual dynamic. "It was a truly collaborative process for the design of the programme, from the inception meeting and design focus group right through to the 'inflight' design responding to the needs of the participants as the programme unfolded," Foster says.

At Arup's suggestion, each delegate was given one-on-one support throughout the nine-month programme, working through real-life

leadership situations with occupational psychologists and experienced NHS facilitators. They left, Foster says, better able to lead changes such as finding efficiency savings, improving a process or developing a service. "On a personal level I learnt a lot about my ability to influence and be more creative. I felt supportively challenged by the Arup team to push myself out of my comfort zone and utilise my strengths as a leader." One delegate came up with an innovation that could pay for three fully qualified nurses' salaries.

Meanwhile, Arup also scooped the **People** award. The consultancy was also recognised for **Performance Improvement in the Public Sector**, as a result of its work with Transport for London (TfL), on the London Overground Capacity Improvement Project, or LOCIP. With 184 million people using the London Overground service each year, and the city's population projected to rise another 1.8 million by 2030, TfL needed to be proactive to prevent overcrowding.

As system safety advisers, Arup's consultants were asked to develop risk management plans for the project. LOCIP went on to deliver 25 per cent additional capacity for London Overground passengers. "We were proud to work with TfL," Stephen Pollard, director of management consultancy at the firm, says. "As a business our core focus is on major infrastructure, shaping a better world."

With so many happy customers, Arup's own future seems assured. It all comes back to that culture of long-term thinking, Pollard believes. "Without that I don't think we'd be as successful. It can make for a complex environment but it also means we are quite resilient to some of the bigger shocks and changes in the market."

How to find a technological solution that clicks

A common theme in business is uncertainty and where there is uncertainty there is waste, says David Woodhead, digital transformation partner at DXC Technology, who has won this year's award for **Digital and Technology Consultant of the Year**.

"I find that many organisations struggle to create a leadership vision," he says. "There is much organisational inertia ... and, in many cases, a fear of failure."

"When clients engage a firm like ours, they need to feel confident that its leaders have faced similar problems before and have a systematic approach."

DXC was formed from the April 2017 merger of CSC and Hewlett Packard Enterprise services, which have a history

dating back to the early days of computing in the 1950s. The combined firm employs more than 170,000 people worldwide.



Woodhead says the company sees itself as an end-to-end IT services company which remains agile despite its scale. "Increasingly, clients want to have projects they can complete in months, not years," he says.

Core to the firm's methodology is a matrix-based approach that helps organisations to identify their vision.

"We ask them what their business looks like within a realistic planning scenario. Anything more than two years out is crystal-ball gazing."

The company employs proven techniques covering risk assessment, change management and customer experience.

"You need to have a relentless focus on business outcomes," Woodhead adds.

Clients are looking for guidance on how to optimise their business processes and how to

build a sustainable IT operating model, he says.

"There is a lot of focus on big data, machine learning, AI and robotics and we will undoubtedly see that being increasingly mainstream in the next couple of years. That said, there are still many projects going on, particularly in industrial-era organisations, where they are trying to play catch-up. Many organisations are challenged by organisational design and customer relationship management."

Woodhead hopes that the award will lead to greater recognition. "No-one can win an individual award without a team and I have been able to work with very interesting clients [who] have placed their trust in us. I hope the award is going to be seen as a reflection of what DXC is capable of."

MARK FRARY

A mentor to everyone

Olu Eriolu feels overwhelmed with praise since being crowned **Performance Improvement Consultant of the Year**.

"Every meeting seems to begin with people congratulating me — it has been fantastic and very humbling," he says.

The award was for Eriolu's work on risk and resilience within organisations. As a consultant for Arcadis, he helps companies to manage problems efficiently.

"Organisations are increasingly developing a

focus to improve their risk and resilience performance in response to some of the new threats and global uncertainties. I am in a great position of privilege in that I get to help people on such a large scale," he says.

His work on two projects contributed to his award. The first was for a UK water company. "The firm had a contamination problem affecting hundreds of thousands of households," he says.

"Not being able to turn on a tap in your own home for weeks is a huge disruption for families. I was brought in to make sure this kind of disruption could be prevented in the future. I spent six months transforming their risk and asset

operations."

Eriolu's second project was to ensure that a UK airport could manage the risk of failure to crucial parts of the business, such as fuel supply.

"Having flights delayed or cancelled is a huge annoyance for businesses and families and it's bad for the airport, too. Being able to be part of a team that limits such disruption is extremely rewarding," he says.

"I have had the opportunity of working in an environment that actively promotes personal growth and I have tried to mirror this as a mentor outside work. It started with helping family, but has stretched to others and I'm often contacted by people who want help."

"I work with young people to help them find what they want out of life. I'm keen to encourage them to enter any role where they can help others."

HOLLY THOMAS



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talk the talk, ours
walk the walk.
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