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THE OFFICIAL GRADUATE CAREER GUIDE TO

MANAGEMENT CONSULTANCY

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28TH EDITION

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Editorial – Katie Crane
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INSTITUTE OF CONSULTING AND THE CMI: INTRODUCTION

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



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

Whilst there is confidence in growth coming back to the economy, organisations are responding to lessons from the global downturn and UK recession, seeking agile and innovative responses to survive and prosper in increasingly turbulent and complex environments. In this context, the role of the consultant is vital - whether it's internal or external consultancy, the need to deliver a trusted service that adds real value to business is paramount.

Whatever your motivations for working in the consulting industry, many elements of the role will be similar. Consulting spreads across all industries, providing the opportunity to understand industry-specific issues, trends and business essentials. As a consultant, you are exposed to a variety of clients at all levels, providing a great opportunity for personal development and networking. Even at the beginning of your consulting career, you're likely to have chances to work with high-level and experienced personnel on both sides of the consultant/client divide, assisting senior consultants as they interact with their client counterparts. The breadth and depth of skills that consultants possess puts them in a unique position in terms of the services they can provide.

Whether they are known as a business adviser, business consultant or management consultant, what binds members of the profession is a commitment to high professional standards and the provision of high quality, value-added

services to their clients. That is where the Institute of Consulting has a crucial role to play. Our combination of a community feel and hard-edged commercial realism is what makes us unique. We promote and advance the consultancy profession, we support our community of consultants in their professional development, and we enable them to differentiate themselves from the competition through membership and the Certified Management Consultant qualification.

As an organisation within the Chartered Management Institute (CMI), Institute of Consulting members benefit from our shared aims and a key underlying vision to improve business performance. Our unique presence, influence and visibility within the profession enables our members to demonstrate to employers and clients their professionalism and commitment to ethical standards.

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

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



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

MANAGEMENT CONSULTANCIES ASSOCIATION: INTRODUCTION

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



There are very few areas of our economy or communities that have not benefitted from the work of Britain's management consultants.

At the most recent MCA Awards, for instance, the winners included projects with Jaguar Land Rover, HSBC, the Commonwealth Games, Kodak and Mumbai Airport. In the public sector, MCA members work with most central government departments, dozens of local authorities, the police and many of the most important parts of the NHS.

Consulting firms are working with a hugely diverse range of clients. And they are providing a diverse set of services, too, many of them at the leading edge of innovation and creativity.

Clients look for high-quality advice and analysis, and they also want consultants to help them with implementing change and improvements. They want consultants who are experts in finance, people, technology, marketing and digital. And they want to work with the right sort of consultancy: whether a global giant or a smaller specialist firm.

All this means that it is well worth taking time to look closely at the consulting industry before you decide which firm you want to

work for. The UK is a world leader in consulting and you have a wide array of choices.

The industry is in good shape, too. The MCA's data reported 8% growth in fee income across the industry in 2014, with many more firms now telling us that their clients are asking for help with growth rather than cost-cutting or retrenchment. And many more firms are now also working overseas, increasing consulting's role as a key export for the British economy.

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

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



Alan Leaman is the CEO of the Management Consultancies Association.

THE PROFESSION



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WHAT IS MANAGEMENT CONSULTANCY?

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

A management consultant provides external advice for organisations that require specialist expertise or an objective outside perspective on their business. Consultancy usually involves the identification and assessment of a problem or the analysis of a specific area of an organisation, the reporting of findings and the formulation of recommendations for improvement. Consultants are commonly called in for business improvement, change of management, information technology and long-term planning projects.

Setting up as an independent consultant is a popular career option for experienced managers or professionals who are looking for a fresh challenge. They are attracted by the prospect of running their own business or are seeking a second career or alternative employment after redundancy.

Consultancy can offer the choice of varied assignments, the ability to choose interesting work and the flexibility (within limits) of deciding when and where to work.

At the same time, independent consultants may miss the security of a regular income and a company benefits package, suffer isolation and reduced job security or face difficulties in maintaining work/life balance. These issues should be considered carefully before starting out on your own.

WHAT IS THE RANGE OF A MANAGEMENT CONSULTANT'S WORK?

Management consultants by their very nature are specialists because of the wide variety of management activities. The specialisms have been divided by the Institute of Consulting into the following areas of consulting activity:

Business strategy

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

Manufacturing and business services

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

Financial and management controls

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



Human resources

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

Marketing

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

Environmental management

This includes urban and regional development planning, international economic research, cost benefit and social analysis studies and physical, economic, ecological and sociological studies for the encouragement of quality of lifestyle.

Quality management

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

Information technology

An IT consultant's work can involve defining information needs, the provision of software, systems analysis and design, computer feasibility studies, implementing computer applications and making computer hardware evaluations.

In essence, a consultant's job is to advise a company on improvements that could

Find out more about life as a consultant at:
www.insidecareers.co.uk/man

be made to its business. However, the range of work in consultancy is extremely varied and consultants can be found in almost any business sector. The variety of work available ensures that a career in consultancy provides diverse and interesting opportunities to any hardworking graduate. ●

A definition of management consultancy from the Institute of Consulting

'The provision to management of objective advice and assistance relating to the strategy, structure, management and operations of an organisation in pursuit of its long-term purposes and objectives. Such assistance may include the identification of options with recommendations; the provision of an additional resource; and/or the implementation of solutions.'

www.iconsulting.org.uk

TYPES OF CONSULTANCIES

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

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

Generalist consultancies

These are large consulting firms that offer a wide range of services, from strategy consulting and human resources to IT and, in some cases, outsourcing on a global basis. Consultants within these firms have a broad knowledge of several different functional areas. By comparison, a specialist consultant would have in-depth knowledge of only one area.

This offers consultants working in general consultancy firms the variety of working

in different sectors. However, sometimes generalist consultancies hire specialist consultants to work on particular projects where a more in-depth knowledge is required.

Strategy consultancies

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

Strategy consultants work out the problems in the operations and work strategy of a company. This involves long-range planning,



ANNA MARIA FORSBERG

ACCENTURE UK

CONSULTANT, CORPORATE STRATEGY/M&A

STRATEGY

I graduated with a master's degree in Public Policy from University College London (UCL) after having studied Law in Brazil (Law LLB Universidade Federal de Pernambuco, Brazil). I wanted to get an insight into business so I spent a few months with a niche Mergers & Acquisitions (M&A) firm before joining Accenture's M&A team in London.

Accenture's graduate scheme was a fantastic on-the-job hands-on training opportunity. In less than two years, I have worked in banking, consumer goods, private equity, telecoms, airspace & defence, from start-ups to international corporations, across Europe and the US. I have learned how to put together intricate financial models and how to negotiate, challenge and work alongside CEOs, CFOs and other members of the C-suite. Throughout my time at Accenture, I have helped firms develop growth strategies, plan market expansions and cost savings, undertake due diligence, execute M&A deals, merge and integrate with other companies.

Such diverse exposure now allows me to make an educated decision on which areas I am truly passionate about and where I want to take my career. I doubt that many jobs out there can get be as exciting and I look forward to the next few years!

the reorganisation of a company's structure, rationalisation of services and products and a general business appraisal of the company.

and inclusion, personnel administration and human resource and capital management including training and strategies.

Human resource consultancies

Human resource (HR) consulting is a broad term which covers the processes of managing an organisation's workforce. HR consultants are often brought in during mergers and acquisitions where an internal HR department is not large enough for the transition.

Information technology consultancies

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

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

IT consultancies give advice ranging from defining information needs, the provision of software, systems analysis and design, computer feasibility studies, implementing computer applications and making computer hardware evaluations.

Remember that, having made a choice, the other options could be revisited later in your career.

HR consultancies advice ranges from personnel policy, manpower planning, job enrichment, job evaluation and industrial relations. This may involve employee benefits and services, personnel recruitment, diversity



RACHEL YOUNG

EY

PERFORMANCE IMPROVEMENT CONSULTANT

GENERALIST

Having graduated with a degree in History from the University of Warwick, I joined EY as a Performance Improvement Consultant.

The EY Advisory Consultant Programme has given me a great start in my consultancy career. It consists of four, six month rotations through our market sectors; Products & Services, Energy & Assets and Government and Public Services (two in Government and Public Services due to the high number of projects in this market). This provides a wide variety of options to explore what industries we enjoy and are interested in, whilst learning fundamental and core consulting skills. We specialise in a particular market and capability later. My main roles so far have involved organising a high profile and creative employee engagement event for a Products & Services client and designing the future operating model for a publishing company.

The best thing about a career in consulting is the variety. There is always an area or industry that you will enjoy and your day to day role can vary so much. You are constantly learning new things which is why the work is so interesting.



ALEX HARVEY
ATOS CONSULTING
BUSINESS CONSULTANT

IT

I graduated with a BA degree in English and an MSc degree in International Management, both from the University of Exeter. My master's degree gave me a passion for business and looking at ways in which organisations can be transformed, so I was eager to pursue a career in management consulting.

Atos Consulting appealed to me as you can work on diverse projects and there is less structure than at some large consulting firms – leading to lots of opportunities for progression. I was also keen to join a company that focuses on both business and technology, and Atos is an international IT services company.

I have recently been working on a financial services transformation programme which involves a complete change of the businesses' people, processes and technology. I have been working as part of a customer experience team, designing a new banking website and mobile app. These are now easier for customers to use and have accelerated the shift to digital channels. The programme also launched a new product, which resulted in the largest sale of any retail financial product in Britain's modern history.

Financial and investment consultancies

Financial consultancies are made up of licensed professionals who are trained to help others make intelligent financial decisions.

Investment consultants stay up to date with the markets and use their expertise to advise clients on their investment portfolios.

Financial consultants are also known as financial advisers or financial analysts. The specialist advice offered by financial consultancies can include the installation of budgetary control systems, profit planning or capital and revenue budgeting, office reorganisation and administrative arrangements.

Niche consultancies

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

Sometimes called boutique or specialist consultancies, these firms specialise in

a particular field rather than general consulting practices and have an in-depth knowledge of their subject area.

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

- Construction
- Engineering
- Environment and energy
- Hospitality and tourism
- Law
- Marketing
- Politics
- Public sector
- Retail
- Transport.

Choosing a firm

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

Global firms offer a broader range of opportunities in total but a new recruit might be constrained in one opportunity for some

time. The support for a consultant in a global firm is superb. The methodologies, case studies, training courses and support material are usually extensive, comprehensive and thorough.

Smaller firms (say 30–150 consultants) will still have extensive materials, perhaps more localised opportunities, but an individual will normally sample a wider variety of assignments. Those practices that are smaller still might specialise and offer as extensive an experience as the larger firms within the constraints of their chosen area of business.

Ensure that you know exactly what sectors the consultancy works in and whether it specialises or is a generalist firm. You will need to decide if you want to focus on just one sector, or work in a larger firm where you may be given the opportunity to sample a range of different projects. Location is also important when choosing a consultancy. While a consultant's role often involves travel, ensure you are comfortable with where you would be

Consultancy areas of work in more detail:

www.insidecareers.co.uk/man

based and know about the different offices that you may work out of in other countries.

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

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



MAXIMILLIAN PULLEN
MOTT MACDONALD
MANAGEMENT CONSULTANT

NICHE

Graduating with a degree in International Business and Management, I wanted a role where I could quickly support business development across sectors, and I am glad to have chosen management consultancy as a career.

Mott MacDonald is a global management, engineering and development consultancy, where we all share in the company's success. We are one of the largest employee-owned companies, creating a special culture that is not bound by short-term interests; instead we focus on long-term strategy, innovation and excellence.

I have been involved in numerous projects across the education, health and transport sectors during my time at Mott MacDonald. My role has been varied, including business development, service improvement, managed service delivery, project and programme management. I have also been supported to achieve qualifications whilst consulting directly with clients to add value to society. If you want a career with exposure, variation and responsibility, I thoroughly recommend management consultancy.



SALARIES & BENEFITS

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

The consultancy industry has grown significantly since 2014 and as we enter a sustained period of economic growth this will continue. Management consultancies find themselves busier than at any time in recent years. The increased demand for consulting services means a corresponding increase in the number of consultants, particularly at entry level. Competition amongst the firms to recruit the best graduates is fierce, and this is reflected in the financial rewards offered by the industry.

THE EFFECT ON SALARIES

Consultancies know that the main competition for attracting the best graduates has traditionally been the investment banking sector. But because that sector has scaled back campus recruiting, more graduates are choosing consultancy as their preferred career. The demand for places far outstrips the supply of openings. This translates into salaries which have improved from previous years.

At undergraduate level, the consulting arms of the 'Big Four' (Deloitte, EY, KPMG and PwC) are all competing with each other and the top tier strategy houses (McKinsey, BCG, Bain) for top ranking students. Moreover, there has also been demand for new and recent graduates from fast growing medium sized consulting firms. If you are already in

employment elsewhere, firms will usually pay a small premium over your current salary if they want to secure you.

SALARY STRUCTURES AND BENEFITS

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

Analyst: £32,000

These are roles for new graduates, or those with up to two years' postgraduate work experience. At larger firms, the competition to hire has led to 'little extras' such as: sign-on bonuses of £2,500 or interest-free loans of £7,500, iPhones and iPads, gym memberships and personal development study support.

Consultant: £50,000

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

Senior Consultant: £65,000

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

Manager: £80,000

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

Salaries are influenced by billings. Consultants are expected to bill fees of around 3–5 times their annual salaries.

Principal: £100,000

These tend to be consultants with eight plus years' experience in the full-service consultancies, or engagement managers/project leaders in boutiques. Sixty percent of consultants working at this level are involved in sales.

Director: £150,000

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

Equity Director/Salaried Partner: £250,000+

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

OTHER BENEFITS

Few firms provide a car below manager grades. All offer a cash alternative to a vehicle, typically worth £6,000–£10,000 per annum. The bigger consultancies offer comprehensive benefits packages, with 'cafeteria' or 'pick 'n' mix' benefits policies (choosing between a higher salary or a longer list of benefits) common. Most final salary pension schemes have been closed. Smaller independent firms do not tend to offer extras such as private health schemes and gym memberships, and some are only now starting to contribute to stakeholder pensions. The overall package offered should be scrutinised carefully, as comparisons based on salary alone can be misleading.

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

Partner/Director packages in niche firms vary enormously, with some earning the equivalent of an average footballer in the lower reaches of the Championship, and others who would be better off as Senior Managers or Principals in larger firms. These niche firms traditionally find it hardest to retain their experienced consultants and so bonuses can be as high as 50% of salary.

Consultants who choose this lifestyle do so because they enjoy the variety of work on offer.

SALARY DIFFERENCES EXPLAINED

Salaries are banded and the bands overlap to take account of the level of remuneration necessary to attract and retain the high fliers on their way up, and the experienced specialists who are approaching the summit of their careers. 'Up or out' promotion policies which are common in strategy houses are less so in other firms, although clear-outs of less profitable directors and partners in these firms are not unusual during tougher economic times. Consultancies recognise that experienced consultants who do not aspire to the highest levels are worth retaining. Whereas firms still claim to recruit only potential Partner/Director material, there is still a high turnover of consultants who see a three to five year spell as a means to widening their business exposure. It is these consultants who straddle the mid-range of the salary bands at all levels up to Manager.

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

peer group. Those at the lower end of the salary bands tend to have come from the public sector, manufacturing, or retail.

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

The relationship between salary and billings becomes increasingly important the further up the ladder consultants rise. At Manager level and above, the ability to win work is crucial. More and more time (typically 25–40%) is spent cultivating clients, writing proposals and participating in beauty parades (where a client chooses a consulting firm after seeing a number of presentations). It is very difficult to rise beyond this level if such business skills are lacking.

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

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

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

THE FUTURE OF THE CONSULTING INDUSTRY

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

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

2014 saw an astonishing 46% increase in new recruits and graduate hires.

Consulting is growing by helping others grow.

Advice needs in the public sector also grew in 2014. With diminishing resources and rising citizen expectations, public services have to achieve more for less. They need consultants to support ambitious transformational change programmes. With even more exacting spending cuts likely in the new parliament, consulting will remain at the heart of public service reform.

Digital

In 2013, digital became the largest consulting service line. That continued in 2014 as digital rose to a 27% share of all consulting activity. Recruitment of digital consultants across MCA member firms has rocketed. There are now around 10,000 digital consultants out of around 40,000 employees.

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

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

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

The second benefit is for consultants. The rise of digital makes this a uniquely exciting time to work in the industry. Unlike many specialist digital boutiques, consultants get an

opportunity to play with all the digital toys. At a recent Young MCA Year of Digital event, over 90% of young consultants said that digital made consulting a more attractive profession.

Strategy

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

One consulting staple that has reinvented itself is strategy. The traditional model of

extended assignments producing long-term strategic plans is outmoded. In the relentlessly changing Digital Age, with its foreshortened business cycles and agile innovation culture, business must mobilise fast, fail fast, succeed fast. Things feel more tactical than strategic in this get-things-done, results game.

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

sector become increasingly complex, strategy consulting is again on the rise, accounting for over 10% of all consulting activity.

International

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

Opportunities and challenges for the sector

In common with the rest of the economy, consulting faces significant challenges in how to secure the skills it requires for the future. Skills needs raise questions about our education system and the free movement of labour across borders, debates in which MCA members are heavily involved. Digital skills are obviously at a premium. But so are core business skills. Blending emerging skills with 'traditional' ones is a basic challenge for the whole economy and one which consulting is taking seriously.

The ongoing challenge consulting firms face is the need to transform themselves. They must keep pace with what is happening in the economy and ensure their advice to clients

HOT TOPICS: Trends in Management Consultancy

www.insidecareers.co.uk/man

to modernise is rooted in a change culture of their own. They also need to embrace digital opportunities in their resource management and the delivery of assignments. Our members are doing so with gusto.

What does this mean for graduates entering the job market?

There has never been a more exciting time to be a consultant. The industry operates across all sectors of an increasingly exciting, challenging and protean economy. It is central to digital. And it is open to new talent. 2014 saw an astonishing 46% increase in new recruits and graduate hires.

Partly to address the dynamics of digital and the challenges of growth in unpredictable and fast-moving economic conditions, MCA member firms are hungry for recruits that don't necessarily conform to the identikit British corporate type. The industry will still need great brains and dogged, detailed analysts. But it is also needs creatives, coders and people who see things differently.

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

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



FREQUENTLY ASKED QUESTIONS

We take a look at some of your questions about the profession to help you understand where you stand and where to focus your job search.

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

The vast majority of individuals who enter consultancy are graduates. They come from all disciplines – it is not necessary to have a business-related degree. It is advisable to take subjects that you will enjoy and at which you excel, as grades are the most important factor to firms. Candidates should have at least a 2:1 degree, but some firms will ask for more.

Whatever qualifications you have, employers will be looking for a strong academic record. With A levels, we recommend at least three Bs – although some recruiters will ask for three As – and all candidates will need Maths and English GCSEs with an A or B grade.

What are employers looking for?

Obviously they will want to make sure that candidates meet their entry requirements. However, students will also need to display a wide range of personal qualities. A would-be management consultant must possess the following traits:

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

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

The choice is down to personal preference. A good indicator is how comfortable you feel during the interview. In larger firms, graduates tend to be placed within particular business sectors, whereas in smaller firms they would gain more general practice experience. Do as much research as possible into what a firm does and what career options it offers. Talk to the firms you are interested in and to

people who have worked with them. There are several good sources of information on a career in consultancy, such as the Institute of Consulting website www.iconconsulting.org.uk and the MCA website www.mca.org.uk

When should I apply?

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

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

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

Where are the internship and graduate schemes based?

The greatest concentration of management consultancy firms exists in London. The capital is the hotbed of graduate recruitment activity, but there are opportunities to be found across the nation, most notably with the 'Big Four'. Some consultancy firms also place their junior staff in overseas offices.

What happens after I join?

On joining a firm of management consultants, the new entrant will normally receive several months of induction and training whilst also being under the guidance of an experienced consultant. During the induction and training period, the diagnostic skills of the trainee consultant are developed and the professional standards of their firms are impressed on their mind. Particular attention is drawn to the

writing of clear considered English and the ability to present thoughts and ideas verbally to clients. In addition, the opportunity will be taken to provide additional training to fill any gaps in knowledge and experience.

Although no organisational framework is common to all consultancies, most have established a formal career structure for their staff: a consultant progressing to responsibility for the detailed day to day conduct of an assignment and later the team leader in a multidisciplinary assignment.

How much can I expect to earn?

Your starting salary will vary according to where, and for whom, you're working. Your salary will match your increasing responsibility. The average starting salary for junior consultants is around £28-32,000.

How do I find courses leading to qualifications in consultancy?

The Institute of Consulting offers two consultancy qualifications – a certificate for those considering, or new to, management consultancy, and a diploma for those with more experience. Please check the website www.iconconsulting.org.uk for course providers. The Institute of Consulting has also developed a series of short practical training courses for individuals interested in getting into consultancy or further developing their competence as a consultant. Contact their graduate support service on 01536 207480.

What networking opportunities are there?

Joining a professional organisation, or institute, is one of the best ways of finding out about networking opportunities – where you will meet like-minded individuals and potential employers alike. The Institute of Consulting carries a full listing of events running throughout the UK that include regional and expert groups, and the MCA have a network for consultants in the first five years of their career called the Young MCA. ●

Sign up to hear about our Employer Q&As:
www.insidecareers.co.uk/register



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SEEKING & SECURING WORK EXPERIENCE

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

What are the benefits?

If you want to bag a grad role the chances are that you will need to have done some kind of professional work experience. As a graduate recruiter for a consulting firm I read 1000s of applications and this is something I look for when I'm screening CVs. If a candidate doesn't have work experience it would be rare for them to make the shortlist for a graduate role. Not having work experience will really limit how effective your answers will be in a graduate interview; involvement in societies and paid work in bars/restaurants etc. can only take you so far. If you don't know what career you're interested in, work experience will help you to figure this out, even if it means you're just discounting what you *don't* want to do. It also means you'll have been through an assessment process and will have learnt valuable lessons which you can put to good use in your interviews for a graduate role.

What typical duties do interns carry out?

As a consultant, the tasks, team size, project length and location all vary considerably from one project to another, so it's always difficult to give specific details about what you'll be doing because it will often depend on what projects are going on at the time of your internship. Sometimes you might find yourself working on an internal project, or you might get involved in client work with responsibilities such as analysing data, doing research or making presentations. Whatever task you're asked to turn your hand to, whether this is an admin based task or an exciting client-facing task which really tests you, make sure you approach everything with equal enthusiasm. Proving you can do simple tasks will often lead to greater responsibility.

When to start looking

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

Deciding where to apply

There's a huge amount of information out there to help you to decide where to apply. Careers fairs, graduate websites and publications and employer events are all useful sources of information. Make sure you avoid the scattergun approach and whittle your list down to under ten applications. If you find yourself struggling to articulate why you want to work for a specific firm, take them off your list!

The application process – any advice?

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

Most firms will give advice about what they're looking for in applications on their careers pages; make sure you read this. We recommend that you only apply for one role



at a time, but significant numbers ignore this advice and submit multiple applications; these applications aren't usually successful.

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

Relevant work experience

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

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

Before an internship

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

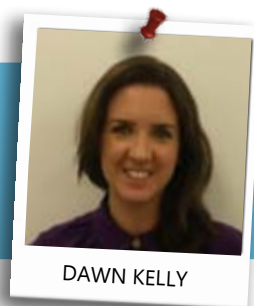
Make the most of the internship

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

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

SUMMER INTERN – OLIVER WYMAN

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



DAWN KELLY

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

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

Why did you choose to do an internship?

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

What was the application process like?

Surprisingly, the application process was very enjoyable. Once I completed the initial application and numerical/verbal reasoning tests, there was a half day of interviews at the

Oliver Wyman offices in Baker Street, London, consisting of one CV interview and three case studies. The interviews were very stimulating, if somewhat eccentric in nature (I was invited to solve the pirate's dilemma, as seen in Pirates of the Caribbean). They were designed to allow you to demonstrate how you think through problems, rather than how much business knowledge you have – perfect for a self-professed business-novice like myself. The interviewers were a mixture of junior and very senior members of the firm. All made me feel relaxed, helped me work through the problems and were genuinely interested in me and what I had to say. The whole process was very quick and once the offer came through we were invited to attend an 'offeree' dinner, where we got the opportunity to meet our potential fellow interns and more members of the firm, as well as ask questions about the job and life working for Oliver Wyman.

What were your main duties?

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

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

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

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

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

I participated in every single client meeting (including with the client CEO and the Head of the CBI) right from the word go. By the end of it, I was even contributing by asking or answering questions. This terrified me at first. And, I'll admit, I was still pretty terrified at the end! The learning curve was steep. But the volume and complexity of the knowledge I gained on the project was unbelievable. The sense of achievement that followed was one of the many things that made me sure I wanted to pursue a career in consulting.

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

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

When applying for an internship I would have a long, hard think about what it is you are really looking for. Are there particular industries that catch your interest? Do you want the greatest breadth of topics? Is travel pivotal for you? Once your wish-list is a little crisper then start researching. Use company websites to really dig into the culture of the firm, the sorts of projects they work on, the industries they are particularly strong in, the additional perks they offer. But most importantly, head out to their events and start talking to their employees. This truly is the best way to get a feel for a firm and to get your questions answered first-hand. Ultimately, the people you meet will be the people you work with: you want to make sure you like them!

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

SUMMER ASSOCIATE – BCG

LOCATION	London
UNIVERSITY	Oxford
DEGREE	Economics and Management
PLACEMENT TYPE	Summer Internship



SIMONE GIRARDEAU

Why did you choose to do an internship?

I wasn't sure what I wanted to do when I graduated and thought an internship would give me the chance to try something out before committing full time. I had also been advised by my friends in the year above at university that even if I didn't find my 'dream job' during my internship, it would still be a great asset on my CV if it came to applying for full-time jobs in my final year. Consulting appealed to me because of the opportunity to experience a variety of industries, whilst also learning a broad set of skills. It did also help that the internship was only eight weeks long, leaving me with a month free to enjoy some travelling around Europe!

How did it tie in with your overall career plans?

As I wasn't sure what career path I wanted to follow, consulting appealed as it offered the opportunity to work on a range of projects without specialising. This is still the case for me now that I am in the role full time – I enjoy working on different types of projects and across various industries, especially as I am still discovering what interests me most.

At this early stage in my career consulting also felt like a good choice as even people in the junior positions get given a lot of responsibility. This, combined with the training programmes on offer, provides a great opportunity for learning and development. For example, on my last case I had the chance to observe a few client workshops, before being given responsibility for developing

the majority of the content for the next workshop and leading the discussion during the workshop. I feel like I am developing core skills which will be useful in whatever roles I take on later in my career.

What was the application process like?

The application process itself was simple, requiring only a CV and cover letter. However, getting through to the first round of interviews is very competitive. My advice would be to make the most of the opportunities at university to develop some of the broader skills required in consulting, such as teamwork and leadership, and demonstrate these on your CV. Most consulting firms look for a range of interests and skills beyond just your academic ability.

I feel like I am developing core skills which will be useful in whatever roles I take on later in my career.

I had five interviews in total which I found challenging, but enjoyable. I think my top two tips would be, firstly, to read and practice case-style interviews, including doing at least one or two out loud with a friend or your careers service. Secondly, try to be calm and confident

on the day itself to make sure you show the best side of yourself. Remember that at the end of the day the person interviewing you has to want to work with you and feel like they would be happy to put you in front of a client.

What were your main duties?

The project I worked on during most of my internship was a healthcare project, where I was part of a team of four people. As an intern, I was treated the same as any other junior member of the team which meant having a lot of responsibility and my work being used as part of the final output. Luckily, this never felt like too much pressure as I had a lot of support from the rest of the team.

I performed a mix of different types of work on the project. Some were individual pieces of work that I owned, such as analyses of the company's performance and the market. For example, I conducted an analysis to compare the growth and profitability of different customer segments in various markets. This analysis was then used as the basis for some of our recommendations to the company. Other parts of my work involved the broader team, such as conducting interviews. I particularly enjoyed

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the sessions we would have as a whole team, where we would assess the work we had completed to date and brainstorm ideas and solutions for the next stage.

Do you have any advice for someone seeking an internship?

Firstly – apply! There is no downside to doing an internship. If you enjoy it, then you are fairly likely to receive a full time job offer, and if you don't, then you've gained some new skills and experience on your CV.

It can feel stressful to go through all the application processes when you're busy in your penultimate year – but it is worth doing to save you time in your final year. Research potential internships and apply to a chosen selection so that you avoid spending all of your time filling out numerous application forms. You're better off making fewer, higher quality applications to companies you actually would like to work for. ●

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ASSOCIATE – MARAKON



NAME Will Musker
LOCATION London
UNIVERSITY Oxford
DEGREE BA History and Politics

I'm an associate in Marakon's London office and since joining in 2014 I have worked on strategy development and organisational design projects in the UK, Ireland, and India. Prior to that I did work experience with a UK political party, a start-up in Jordan, and an investment bank in London while completing my degrees at Oxford.

On leaving university I wasn't sure the real world would match up in terms of having fun and being surrounded by interesting work and people. However, after a year with Marakon which has taken me from nights out in Miami, to downtown Mumbai with great colleagues, any concerns have completely disappeared!

How did you choose a job in strategy consulting?

I knew I wanted a job in which I would get to work with bright people on interesting topics. I initially thought that the public sector would be ideal for this, but after spending a summer working for a business support start-up in Jordan on a range of business issues across both the public and private sector, I realised that consulting could be a better alternative.

After attending various careers presentations, I narrowed my choice down to strategy consulting in particular. The major aspects that appealed to me were:

- Variety of industries and complexity of issues.
- Calibre of colleagues.
- Constant exposure to senior clients.

The variety and level of challenge in strategy consulting is, I think, unrivalled by other careers. The industry contains a lot of bright people constantly trying to find new insights and communicate them to executives to help their companies perform better. From literally the first day, you are expected to join in and constantly improve the impact that we have on clients.

What does your role entail?

The primary aspects of an associate's role are generating insights and communicating them to the team and clients. These terms initially sounded a bit vague, but underneath them there's a wide range of tasks such as:

- Analysing data (e.g. understanding a company's mix of customers).
- Interviewing clients at various levels to dig in to the key issues.
- Discussing issues with the rest of the team to develop ideas and further the thinking.
- Finding and using data sources (e.g. identifying and interviewing external industry experts).
- Preparing materials and presenting them to clients.

In addition to project work, there's a variety of firm-building activities that associates take on. Over the past year, for example, I've helped organise our training trip to Miami and develop a new way for our Oil and Gas Practice to use internal resources.

What skills are most important?

Developing the skills to be a good consultant is, of course, a constant work-in-progress and that's one of the most enjoyable aspects of the job. Below are the two main things I think are important.

Firstly, very quickly grasping problems and developing ideas to solve them: clients don't hire us to tick boxes. We are posed problems which the executives of the world's most successful companies are struggling with, and have to understand the many factors and personalities involved to reach a practical solution.

Secondly, thinking and communicating clearly: this is related to the first, and is the skill I hadn't fully appreciated before I started. One of the most valuable things which Marakon does for clients is enabling them to understand the issues and choices they face. This means creating simplicity without ignoring important complexities. Developing the right language and presentation methods to effectively communicate with clients is crucial.

There are related skills which feed in to these, of which the two most important ones are being a strong team player and decent numeracy. Everything we do is as part of a team, so you must be willing to chip in and play your role. In periods of long hours, the teamwork ethic is most important. Given the magnitude of the decisions that are made off the back of our work, some degree of quantitative analysis is essential.

The idea of developing these skills appeared daunting at first, but I have found our training fantastic in bringing me up to speed. I largely abandoned Maths after A level, for example, but the investment Marakon makes in training means I now even enjoy the analysis we do!

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

On my first day, I was sent straight into a kick-off meeting with a global hotels brand. We were tasked with redesigning the central organisation to pave the way for a period of rapid expansion. My main responsibility

was building the financial model which supported our recommendations. As the project was London-based, it was a great way to ease into the consulting lifestyle and, working with a very experienced team, gave me the space and resources to learn the basics of consulting. The client subsequently underwent a change of ownership and that forced a change of strategy. It was rewarding to learn, therefore, that a year later the only part of the old strategy that has been implemented is the work we did.

Clients don't hire us to tick boxes. We are posed problems which the executives of the world's most successful companies are struggling with.

Immediately after this, I had very different responsibilities on a project with a research company headquartered in Edinburgh. We were advising on a new executive structure, which meant we had to understand all aspects of the business. I interviewed employees at a range of levels to question what worked well historically, and what improvements could be made to increase the speed and quality of their work.

The highlight of my project work with Marakon was an assignment with one of India's largest companies, based in Mumbai. I had always wanted to go to India and the project was very engaging. We were supporting their strategy development out to 2025, which meant building a comprehensive view of the industries they are involved in, understanding potential disruptions, and building their investment strategy. The client was highly appreciative of our work, and using our weekends to visit places like Udaipur and the Taj Mahal more than compensated for missing the London summer! ●

ASSOCIATE – PwC



NAME Michael
LOCATION Leeds
UNIVERSITY Birmingham
DEGREE BA History

'A consultant will ask you for your watch, tell you the time, and hand you the bill'. We've all heard the joke. And perhaps in the past it may have been more like that. However consulting today is quite different, and from what I've seen so far at PwC, we can make a real difference to almost any company, no matter what the industry, region or issues the client is facing, by providing them with years' worth of experience and insight in a matter of weeks.

Why did you choose a job in consulting?

I left university without too much of an idea about what I wanted to do, other than I wanted to do a job where I could make a difference and try to help people through the work that I did. I worked for a public sector organisation for six months thinking this would tick those boxes, but found it challenging to cut through the bureaucracy and make my voice heard. I felt there were a number of things that could be changed to improve how the organisation worked and enjoyed trying to make it happen, but the culture that existed meant it would take years for anything to come to fruition and I soon became frustrated. I explained this to my old housemate from university when we met up for Christmas, and he suggested I try consulting, as he felt it might offer me the chance to help organisations make improvements as a full time job. He couldn't have been more right. I looked up management consulting with PwC and immediately realised it was for me, and haven't looked back since.

What are your main duties?

Despite being an associate and often the most junior member of a team, you're given significant responsibility from the moment you join, especially in a regional office such as Leeds where the whole consulting team is much smaller. I remember on my first day I was introduced to the main consulting partner who asked me to help her with some jobs – no pressure there then! On projects, duties vary widely, and as you gain experience you'll be asked to perform more and more important and challenging roles. For example, when you first start many graduates will perform project management, such as organising meetings and capturing the outputs from them. However, soon you'll be asked to take an active role designing content for major presentations, reports and meeting senior client stakeholders and have the opportunity to work on projects that interest you.

There are no exams during the graduate scheme, so a key part of the consulting mind-set is that 70% of your learning is performed whilst on a project, so you really are learning all the time.

After just six months in, I was stood in front of the board members of a leading baked goods retailer and manufacturer presenting a report that I'd written, and running client workshops about digital technology with seven senior attendees on my own. Now nearly 18 months in, I've found myself talking to banking CIOs, local council leaders and taking an active part in key planning sessions with senior clients and partners in PwC around business strategies for the digital age. If you push yourself to take on new challenges and let your colleagues know, they'll give you the opportunity to prove yourself and support you in doing so. What I've found really enjoyable is that in management consulting you're constantly encouraged to push yourself and try new things, something I find very rewarding. If you show you're capable of more challenging roles, then those are the roles you'll be given.

What skills are useful in this profession?

There really is no set answer for this question. The reason consulting teams are successful is because of the different skills and views each team member brings to the table. I've worked with colleagues who I regard as maths geniuses, who can make an excel model more complicated than I ever imagined possible, and others who can't stand excel but are brilliant public speakers. However, when put together, we can offer clients a solution to a complex issue using the model, but can also explain it to them in simple terms that help them plan for the future.

When you join as a graduate, you spend the first eight weeks training at PwC's specialist training centre, and this helps you develop a core set of skills that are vital during your first year. There are no exams during the graduate scheme, so a key part of the consulting mind-set is that 70% of your learning is performed whilst on a project, so you really are learning all the time. That said, being prepared to

challenge and speak your mind are very useful tools to have, and being good with people is quite important, as you'll often spend a lot of time talking to clients and working in teams.

Do you have any advice for someone wanting get into consultancy?

I've found consulting to be an enjoyable and rewarding career, but it isn't for everyone. Clients can be demanding, and often days will not follow a standard 9-5 structure. Sometimes days will be short, and you can leave the office early, but others will be tough, and ten hour days and above are not uncommon when the final report is due. Flexibility and being able to travel are also expected, so you can be away from home for a few nights a week which can put some people off. However, the opportunity to travel is also a real bonus for many graduates, with many of my peers working in such glamorous locations as Dubai, New York, Sydney and for the really lucky ones, Macclesfield and Grimsby!

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If you decide to apply, you should show you're passionate about client service, and want to make a positive difference to their business. Make sure you prepare for your interviews carefully and think about the competency questions in particular, but do not lie as it will come out very quickly. Keep up to date with business issues and have a point of view, as this will show that you'll be able to bring ideas and challenge to your projects. But most importantly, be yourself. Consulting is all about people, and the more approachable you are the better. ●

ASSISTANT CONSULTANT – BDO



NAME	Haoqi Pan
LOCATION	London
UNIVERSITY	Imperial College London
DEGREE	BSc Biochemistry with Management

BDO has offered me exactly what I want as a graduate: a place where I am challenged, where I can learn and develop, and where I can meet new people and form long-lasting friendships. The graduate scheme offers fantastic training and support, and there is a strong focus on the graduates receiving the right support to allow us to grow as consultants. We are each assigned a mentor as well as a sponsor who are there to guide us towards achieving our short-term and long-term goals. This includes helping us to get onto our preferred projects. As part of the graduate scheme, we also study for the PRINCE2 Practitioner qualification and the CIMA Certificate in Business Accounting in our first year. This provides us with a broad understanding of various elements of business such as management and financial accounting, business economics, and business law and ethics. BDO has a very friendly but hard-working culture where people are empowered and valued.

How did you get your job with BDO and what was the application process like?

I first looked into BDO when my friend applied and recommended the firm to me because she enjoyed the application process so much. BDO sounded like a great place to work, offering a range of client and business development opportunities. I was looking to start my career in management consulting, and when I noticed the firm had opened applications for Graduate Management Consulting Trainees, I applied straight away through the online application

process. I had to complete a couple of online tests, which is a typical part of the consulting application process, before being invited to a first face to face interview. This was a very enjoyable experience for me because although interviews may be daunting, my interviewer was very welcoming and put me at ease. I had to do a case study during the interview. If you are interested in applying for consulting, I would really recommend practising case studies as this will help you to understand how these cases should be tackled. I found it useful to practise with friends because you get to hear a different approach to tackling the case studies, which further develops your thinking.

Get case study interview tips on page 58

Don't be afraid to ask questions during the exercise, and remember to talk through your thought process – it is more important for the interviewer to see how you got to your answer, rather than simply getting to the right answer. The last stage of the application process involved a Partner interview, a 20 minute presentation, and a group and individual exercise. For the presentation, it is really important to do thorough research on what BDO does and how we help our clients.

Why did you choose consultancy?

I chose consultancy because I wanted a career where I could use my skills and expertise to help firms by coming up with effective solutions to the problems they face. The diversity offered within consulting is something which greatly appealed to me because it means I will have the opportunity to gain experience across different sectors and in different capabilities. A career in consulting will give you a vast skillset which can be transferred to any job you do, so I believe it's a great profession in which to start your career.

What are your main duties?

When I first joined BDO, I had about a month of training before going straight onto client site! This early exposure to clients was something which attracted me to BDO in the first place. I have been working on a transformation programme within a Clinical Commissioning Group which has proved challenging. My team's role is to encourage and facilitate an integrated approach to working, and provide structures and processes to reporting within the organisation. My role in this project is to support my team and create reporting tools and process maps that are tailored to client needs. I also deliver the relevant training to ensure effective implementation of the tools. I have recently just started a piece of work where I am creating a pricing model for an outcomes-based approach to commissioning. This work involves extensive consultation with senior management executives. This has been really rewarding because I have been directly involved in idea generation and problem solving for the client. There is quite often ad-hoc work, which sometimes means I have to drop everything I am working on and re-prioritise my work - a skill in itself!

I am currently studying for the CIMA Certificate in Business Accounting, which involves sitting five courses followed by exams throughout the year. BDO gives us

fantastic support for this, allowing us time off work to attend the courses in college. We are given flexibility to manage our own time for revision which is really useful.

What would you like to achieve in the future?

I would like to continue to gain exposure to different sectors in order to broaden my experiences and apply my knowledge to businesses at a more senior level. BDO also offers opportunities to undertake secondments in the UK offices and abroad, which is a fantastic opportunity to either develop a further understanding of another stream or of how the firm works in another country. This is something I'd be keen to do upon completion of the graduate scheme.

It is more important for the interviewer to see how you got to your answer, rather than simply getting to the right answer.

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

- My biggest piece of advice would be to do your research on what consulting is all about and what it involves. Go to career fairs and employers' presentations and speak to consultants to get an insight into the life of a consultant.
- Get any work experience you can as this will boost your CV and give you more to talk about at the interview stage.
- Make sure you know what the firm is looking for in terms of skills, personalities and experiences. Different firms have different cultures and they may not all suit you. Work should be fun after all, and if you are surrounded by the right people, it will be! ●

STRATEGY CONSULTANT – DELOITTE



NAME Crystal Eisinger
 LOCATION London
 UNIVERSITY Cambridge
 DEGREE Politics

Hi! I'm Crystal, a consultant at Monitor Deloitte. I work mainly on Private Sector clients within Consumer Business & Retail. I believe the key to being a great consultant is taking on a client's problem as your own and being a good storyteller. I graduated two years ago from the University of Cambridge with a degree in politics and a master's in history. The work I do now has many similarities to my arts degree, involving hypothesis development, testing and if necessary re-working to achieve a logical and creative solution.

How did I get my job?

Aged 18 I applied to and was awarded a place on the Deloitte Scholar Scheme, which involved a year's work experience before university plus a series of placements while studying. Having been a Deloitte Scholar I was fast tracked through the application process when it came to applying as a graduate.

What types of project have I been on?

Merchandising analytics on the other side of the world:

Soon after joining the firm as a graduate I was asked if I wanted to go out to Australia to work on a project with one of Australia's leading clothing retailers. The project was a merchandising analytics project that involved working with transactional data to help buying and merchandising teams make more intelligent decisions around planning, buying and trading. I particularly enjoyed analysing store sales data to craft a narrative for the client to help them better understand customer needs.

Spicing up my life on a customer segmentation:

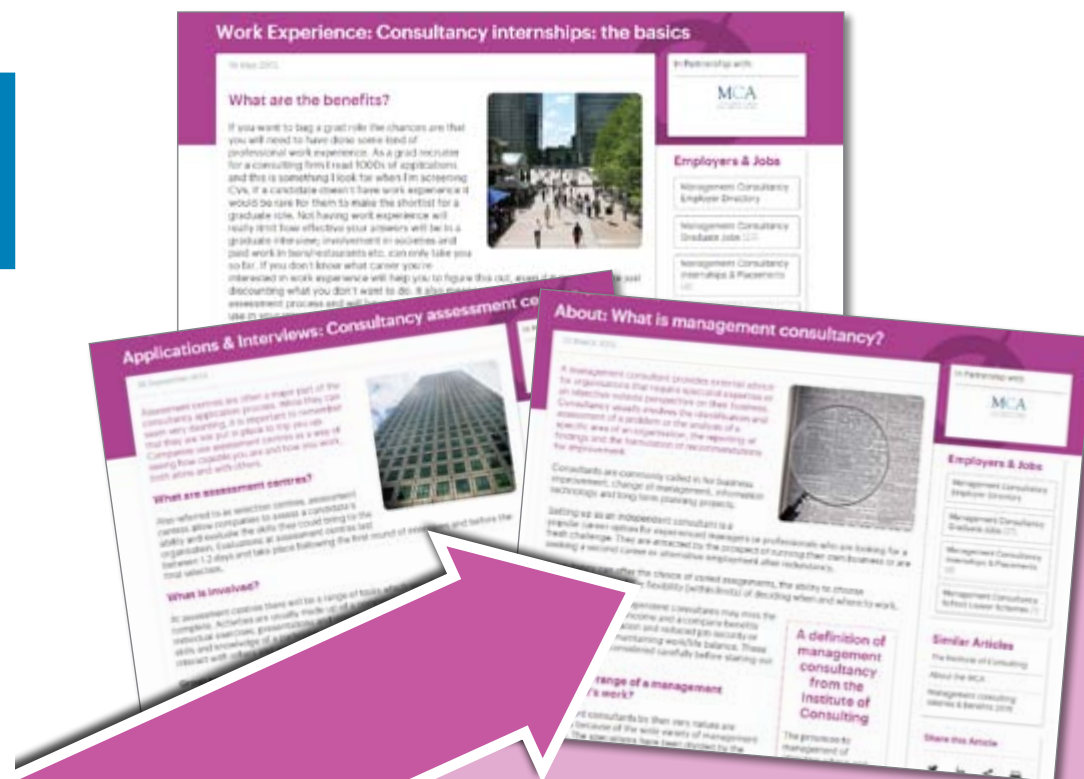
After returning from Australia I worked on a project for a UK flavourings (herbs, spices, seasonings etc.) manufacturer to understand the different types of flavourings shoppers wanted to buy. This was done in order to enable more focused activation strategies to drive category and brand growth.

What is the most important part of my job?

I definitely think storytelling is the most important and interesting part of my job as that's the means by which people at all levels are compelled to act upon the insight that you give them from the data analysis. People who work in sectors like retail tend to be highly visual and therefore it's extremely important for me to be able to present data in visually stimulating yet clear to understand way.

Top tips to succeed as a junior employee?

1. Have a point of view and be prepared to defend it, no matter how junior you are.
2. Read the business press, set up email alerts and try to immerse yourself in the world of whichever client you're working for.
3. Whatever your interest is (fashion, healthcare or finance, for example) there will be a part of the firm where you can pursue that interest. You'll produce the best outputs when working in an area that excites you. ●



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- ✓ Insight Days
- ✓ Employer directory
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SENIOR PROFILES



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SENIOR CONSULTANT – GE HEALTHCARE FINNAMORE

With over 12 years’ experience working in healthcare in both the UK and Canada, Kate is now a Senior Consultant at GE Healthcare Finnamore. She discusses her current role and takes a look back at how she got there.

KATE LAWRENCE



2011

Joined GE Healthcare Finnamore as a Senior Consultant.

2008

Obtained a master’s in International Health Policy from LSE.

2006

Joined Mott MacDonald.

2003

Clinical Application Specialist at Mount Sinai Hospital.

2003

Obtained a degree in Health Information Science from the University of Victoria.

My strong interest in public healthcare service delivery was sparked by an inspiring lecture about effective hospital management during my undergraduate degree in Canada, and the level of problem solving and leadership skills required to provide high quality patient care in a complex environment. I now have over 12 years of experience working in healthcare in both the UK and in Canada, including nine years working with the NHS as a management consultant on a range of acute provider and commissioning projects.

Qualifications and Training

My undergraduate degree was in Health Information Science from the University of Victoria in Canada. This degree focused on developing a rounded understanding of healthcare policy and management, IM&T, and business and communications. Graduates go on to pursue a range of professional roles based on information management and systems thinking in healthcare. The programme also offers four terms of ‘Coop’ work experience with employers based across Canada, which leads to a high graduate employment rate. This Coop work term experience was highly valuable for building experience and meeting potential employers.

I pursued the field of Health Information Science (HIS) because it appealed to my multi-disciplinary nature and generalist skill set, and appeared to offer a wide range of interesting (and unpredictable) career opportunities, including for travel. HIS is very important to the future of healthcare globally, as technology is creating opportunities to dramatically improve care and the coordination of health service delivery.

After three years spent working in a teaching hospital in Toronto after graduation, I joined a Canadian management consultancy that was opening an office in the UK - in 2006 I was transferred to London. My roles since joining management consultancy have evolved from a focus on health informatics to a broader range of health strategy and process improvement projects.

In 2008, interested in the similarities and differences between the Canadian and UK health systems, I undertook a master’s degree in International Health Policy at the

London School of Economics (LSE). This degree covered a further range of skills and knowledge, including:

- Health system financing
- Health economics (including how to design and undertake cost-effectiveness analyses)
- Social care policy.

It also introduced me to other students from all over the world, which brought a further international perspective to our studies.

Current role at GE Healthcare Finnamore

My current role is as a Senior Consultant at GE Healthcare Finnamore (GEHCF). The role is extremely varied. For example, activities in the past month have included:

- Holding stakeholder interviews to understand one English region’s vision for a clinical research informatics platform to draw on both genomic data and Electronic Patient Record data to support ground-breaking medical discoveries and precision medicine.
- Attending a meeting of the GEHCF Clinical Panel, a panel of nationally recognised clinician experts discussing future issues in the NHS.
- Interviewing aspiring candidates at a GEHCF recruitment assessment day.
- Undertaking professional development on how to ‘think on your feet’.
- Facilitating a day-long workshop of internal analytics experts.
- Participating in a client pitch to support an NHS organisation strengthen its financial recovery plan.
- Training new starters on how to use our GEHCF knowledge management systems.

Most of my work is client-based, and I can be working on several assignments at the same time. I’ve also undertaken a number of long-term placements within single organisations, which have provided me with in-depth experience. These placements have included:

- Operations manager within an A&E department.
- Programme manager with the former NHS Institute for Innovation and Improvement, supporting implementation of ambulatory

- emergency care pathways in the UK.
- Strategic and business planning role within a Clinical Commissioning Group (CCG), supporting the commissioning cycle over a one-year period.
- Seven Day Services lead for a collaboration of CCGs, working across multiple CCGs and acute Trusts to establish a regional programme for seven day services implementation across urgent and emergency care, in line with national clinical standards.

Why I enjoy working at GE Healthcare Finnamore

There are several key things I enjoy about my job at GEHCF:

- **Variety:** the constant variety in the projects I work on has exposed me to so many facets of the English healthcare system over the past nine years.
- **Healthcare field:** I enjoy the focus on healthcare at GEHCF, as this is an area in which I have a strong professional interest.
- **People:** I really enjoy working with people, and particularly with staff and clinicians in the NHS, who are so passionate about providing good quality health care services.
- **Challenge:** being a good management consultant requires a wide range and balance of skills: from the numerical and analytical through to visual design and presentation, and from being very organised and efficient in how one operates, to also being able to see ‘the big picture’ and inspire others. Management consultancy remains a constant professional challenge, and the opportunity for learning and development can be highly rewarding.

My advice for people trying to get into the industry would be to reflect on what strengths you bring to this type of work, and to seek out a consultancy with a culture and client base that is a good ‘fit’ for you and your skills. An educational background in a relevant field is an asset, as is experience of working in healthcare. It is important to be flexible, well-presented, and hard-working – a genuine interest in the field of healthcare and desire to make a difference are also valued qualities. ●

MANAGEMENT CONSULTANT – ARUP

The MCA’s 2015 Change Management Consultant of the Year Kate Fairhall uses her background in psychological principles to solve clients’ organisational complexities and to inform the design and delivery of transformational change.



KATE FAIRHALL

2015

Promoted to Principal Consultant.

2013

Promoted to Senior Consultant.

2010

Achieved Chartership status as an Occupational Psychologist.

2007

Completed a master's in Occupational Psychology and joined Arup.

2006

Gained a first class degree in Psychology from the University of York.

From quite a young age I knew I wanted to work in a business environment, although I didn't know in what type of job or role. I decided to complete a degree in psychology as it was a really interesting subject with a strong focus on science and clear application to many business contexts. Whilst completing my degree in psychology my passion for the subject grew and in my third year I completed a couple of advanced modules and one on 'the psychology of design'. I found this fascinating as it focused on the positive side of psychology and I learnt how psychology could be used to improve outcomes for people and business.

I then continued my studies in this field and completed a master's in Occupational Psychology at the University of Sheffield. I chose this course as it had excellent links with many organisations and every Wednesday, different guest speakers would visit the university and talk to the class about what it was like to work for them. Many of these were consultant organisations and it became clear to me at this point that this was the career path that I wanted to pursue.

A career as a management consultant really appealed to me due to its professional nature and the opportunities to work across multiple organisations, sectors and in different locations. I was also interested in offering creative solutions in a structured and practical way to solve business issues.

During my master's, Arup visited my university. I was impressed by the organisation and it cemented my plans. I followed up on this by putting forward a business case, which later became my master's thesis project. This was a great opportunity to gain insight into the role of a consultant before starting my career. I then joined Arup later in the year as a graduate consultant.

Qualifications and the training
The master's in Occupational Psychology that I completed had a broad focus covering personal selection and assessment; design of work environments; human-machine interaction; training and organisational development; and change. Since joining Arup I've completed the Stage 2 in Occupational Psychology, which gained me my Chartership.

This involved completing supervised practice over a two-year period and writing logs for projects outlining competence across knowledge and process areas and reflecting on my experience. Over the past eight years at Arup I've had the opportunity to complete other training based on my interests and development needs. For example, I completed NEBOSH National General Certificate in Occupational Health and Safety as I was supporting organisations to implement behavioural safety, and to complement this approach I wanted a broader technical understanding of health and safety.

In terms of my day to day role it is really varied, which I enjoy, and I find the challenge and pace of the job very fulfilling.

As a consultant I find that training never stops. With new clients, service offerings and projects there is always something to learn and this can be supported through formal training such as e-learning or informal such as on-the-job training. Having a mentor has helped me with my development and enabled me to consider where I wanted to focus and how to achieve this.

What does your current role involve?
I am a management consultant at a large, employee-owned, independent firm of designers, planners, engineers, consultants and technical specialists. I believe this makes my job as a management consultant unique as I get to work on lots of interesting design projects.

I'm part of the Operations Consulting team which focuses on helping clients to improve operations through people, process and technology solutions. With my background I tend to have more of a focus on the 'people' elements such as how you can change behaviours to improve safety, and I'm passionate about ensuring that people are considered up front in any design and operational solution. Quite often they are not!

In terms of my day to day role it is really varied, which I enjoy, and I find the challenge and pace of the job very fulfilling.

At the moment I am involved in project management and delivery; team management and coaching; client account management; and skills and service offering development. Week by week my role changes and it is usually a mixture of the above activities in different quantities and with different clients and people. Over the last eight years at Arup I have worked on a range of projects. At times I've worked on a large number of smaller projects and at other times I've been focused on one very large project for a couple of years.

One of my most challenging and successful roles was working with Heathrow Airport to transition 24,000 airport staff into the new Terminal 2 as part of the operational readiness programme. I project managed a large team responsible for designing and delivering a comprehensive familiarisation training programme and additionally worked closely with 160 stakeholder organisations to ensure their commitment to releasing staff for training sessions. On 4th June 2014, Terminal 2 opened with no glitches, staff knew where they were going, and passengers were astonished that this was the terminal's first day of operation. ●

CONSULTANT – THE BERKELEY PARTNERSHIP

Ian is a consultant at The Berkeley Partnership having previously worked in EY’s Advisory Practice. He has nine years of experience on a variety of client engagements from strategy definition, operating model and organisational model design to business case development and major programme implementation.

IAN HERBERT



2014

Joined Berkely.

2011

Promoted to Manager at EY.

2010

Appointed onto EY’s Accelerated Leadership Programme.

2006

Joined EY.

2005

Graduated from Bristol with a degree in Biology.

Why did you choose a career in the industry?
I wanted a career that would let me get involved in solving big problems, work in a strong team, allow me to get really into the detail of how businesses tick and most importantly, provide a real variety of experience. I hate the idea of being bored at work doing the same thing over and over. With little knowledge of the industry as a student, I was fortunate to meet some consultants during my gap year and it seemed like the industry would offer what I was looking for. Nine years later, I’ve not looked back.

What do you enjoy most about your job?
The most enjoyable part of my job is being involved in the really big issues that businesses face. Helping to shape what a company should do about a particular challenge is immensely rewarding – particularly once you get to a stage where your clients actively seek your opinion. Playing a big role is the most satisfying aspect, but it wouldn’t stack up if it didn’t involve working with great people. I’ve been hugely fortunate to have worked with some incredibly bright and inspiring colleagues over

Good consultants are known for their ability to listen, to process complex information, and to communicate difficult messages in a simple way.

my career, and the opportunity to learn is ever-present. I also particularly enjoy consulting at Berkeley. Firstly, we’re allowed a huge amount of autonomy in the way we deliver our projects and much more freedom to manage our scope and clients than in most consultancy firms. Rather than being a slave to a tightly worded contract, we’re encouraged to flex our roles to ensure we’re always delivering value – and this is something our clients really appreciate. Secondly, there’s a very strong sense at

Berkeley that work should be enjoyed. It should be challenging and rewarding, but it’s also got to be fun and we have a great social culture that underpins this. Life is too short to not enjoy what you do.

What are the current challenges the industry faces?
Delivering value for money should always be front and centre of any consulting engagement. With often substantial fees being charged, clients expect a return from their investment – and the industry must therefore always be self-critical of the value it brings. As the economy continues to improve and budgets for consulting spend grow, there is a risk of firms winning more work than they can deliver, which inevitably leads to poor quality and poor value for money. The reputation of our industry depends on the delivery of value; this should come ahead of opportunism for rapid growth.

When considering experience try and take roles that demonstrate you can generate ideas and implement them.

Do you have any advice for anyone wanting to get into the industry?
My first piece of advice would be not to worry too much about what degree or experience you have, as the consulting industry is made up of people from a wide variety of backgrounds – this is what makes

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www.insidecareers.co.uk/man

it such an enjoyable and diverse place to work. When considering experience try and take roles that demonstrate you can generate ideas and implement them.

Good consultants are known for their ability to listen, to process complex information, and to communicate difficult messages in a simple way. They are also adept at managing people and being able to flex their personal style to different circumstances. It’s the balance between IQ and soft skills that are what anyone thinking about a career in consulting will need to demonstrate.

Finally, I would suggest that you should thoroughly research the culture of the consulting firms that interest you. Grad schemes are great places to start, but they do vary and it’s important to go into them with eyes open to what they’re offering.

What would you like to accomplish in your consulting career?
In my career I want to help my clients to solve the biggest and most strategically important problems they have and to be known for the value that I bring to my clients. I want to continue to work for The Berkeley Partnership because of the high levels of exposure, freedom of action and accountability I have. It’s somewhere I feel I can make a real contribution to my clients without the pressure to specialise in any particular industry or to meet any specific revenue target. It’s also great fun. ●

FINDING THE RIGHT JOB



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KEY CONSULTANCY SKILLS

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

Do I need a degree?

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

Are there any other entry requirements?

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

What key skills are employers looking for?

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

1. Logical thinking and problem solving

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

2. Analytical capability

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

3. Leadership

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

4. Ability to work well under pressure

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

5. Communication skills

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

6. Technical skills

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

How can I develop these skills?

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

initiative and involve team based work, such as running sports events or charities, are also useful. Technical skills can be learnt through courses at university, and can be taken further through internships and business start-ups. Relevant experience can also be gained on problem solving and logical thinking by undertaking appropriate case study review.

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

In the CV and cover letter there is normally space to summarise any relevant skills. Some online application forms will also ask for information on these areas. One stage of the interview process will normally focus on competencies; candidates should thoroughly research employers beforehand to find out what specific competencies they expect candidates to hold. The skills will typically be tested out as well through case study interviews and sometimes also through maths tests, technical tests and group exercises.

For case study interview tips and to practice online tests visit:
www.insidecareers.co.uk/man

Any other advice?

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



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



THE APPLICATION PROCESS

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

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

The first stage of the process can vary. Some companies, such as PwC, EY, Hymans Robertson and Roland Berger will ask you to complete an online application form. Alternatively, you may be asked to submit your CV and covering letter online, as is the case with Bain & Company, FTI Consulting and Marakon.

Application forms

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

All application forms are likely to ask slightly different questions, however there are some questions that you can expect to crop up throughout your job search. Take the time to think about and draft answers to each of these

You may have to submit your CV alongside an application form, which discourages candidates from simply replicating information word-for-word from their CV.

questions so you know what you want to include when they appear in an application form.

1. Why do you want to work for us?
2. What does consulting involve? What do you think makes a good consultant?
3. Give an example of when you have shown leadership or been particularly persuasive.
4. What are your strengths and weaknesses?
5. Give an example of an achievement you're proud of.
6. Give an example of when you have used your problem-solving abilities.
7. What have you learnt from previous jobs/work experience?
8. Do you have any additional skills, such as IT or languages?

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

CV & covering letter

It is still common practice for many consultancy firms to request a CV and covering letter at the start of the application process. Some companies, such as BCG and McKinsey request that you provide a CV and covering letter alongside your online application.

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

- Personal details – your name, address and contact details.
- Personal profile – succinct details about your key skills, achievements and strengths.
- Qualifications – your degree title, class and university, followed by your A level results and GCSEs (or equivalents) in brief.
- Professional experience and achievements – job title, company name and dates with your achievements and short role description. List your most recent first.
- General skills – include IT and language skills alongside any relevant to the role.

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

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

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

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

Carolyn Wileman, HR Director at Redshift Strategy tells us what particularly impresses a recruiter when it comes to cover letters:

There is nothing more off putting than a standard letter that could have been sent to anyone. The recruiter reviewing your application should get a sense that you have done your research and that you genuinely know exactly why you want to work there and you can demonstrate why – this will be a much more impressive application.

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

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

Be social media savvy

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

Employers are increasingly turning to social media to find out more about candidates. Google yourself and see what comes up. Remember to regularly edit your privacy settings in Facebook, or better yet, edit your profile and pages to ensure they reflect an image you would want a potential employer to see. ●

CONSULTANCY ASSESSMENTS

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

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

ONLINE TESTS

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

It is important to bear in mind that many tests cannot be retaken straight away, so before you begin it is important to prepare and give yourself enough time to complete the test. Make sure you have any suggested equipment and ask friends or family to avoid disturbing you while you are taking the tests.

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

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

Occasionally companies will ask you to visit their offices to complete tests; these could be in either a written or on-screen format. Written tests are used by BCG, McKinsey and FTI Consulting.

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

Personality tests

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

Verbal reasoning tests

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

Numerical reasoning tests

Numerical reasoning tests measure your numerical potential and your ability to work with data rather than your learned mathematical knowledge. This is because, while qualifications like your degree or A level results show your hard work and ability to learn facts, they may not reflect how well you will actually perform in the workplace.

Preparation for online tests

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

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

ASSESSMENT CENTRES

Also referred to as selection centres, these centres allow companies to assess a candidate's ability and evaluate the skills they could bring to the organisation. Evaluations at assessment centres last between 1-2 days

and take place following the first round of interviews and before the final selection.

What is involved?

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

Group exercises

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

Group exercises can vary in topic, with some directly related to consultancy and others based on solving a business problem or even a simple unrelated task. They do however have one common theme: they are assessing how well you work with and interact within the group. Firms want to see evidence of your team working and communication skills, as well as problem solving skills and determination or drive.



In-tray exercises

One of the most common forms of individual task is an in-tray or e-tray exercise. You are set up on a computer with a fictitious email address. You will have to work your way through various queries in your inbox and deal with them accordingly.

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

Presentations

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

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

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

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

Interviews

It is likely you will have an interview at your assessment centre. These interviews are often held with a senior consultant and are largely competency based. Be sure to remain polite and professional but allow the interviewer to get to know you. While you may be the one being interviewed, you will be given a chance to ask any questions you might have; prepare yourself with a couple of strong questions about the company or their culture to show your interest.

Over the next couple of pages of this guide you will find more information on how to handle interviews and interview case studies. ●

Hannah O'Brien, Senior Recruiting Coordinator at Bain & Company tell us what does and doesn't impress interviewers:

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

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

CAREERS IN FINANCE



Pick up a guide in your careers service or go online to
www.insidecareers.co.uk

CASE STUDY INTERVIEWS

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

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

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

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

Personal background

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

Case study

The case study gives you an opportunity to demonstrate your problem-solving skills. Because the case is likely based on a real client project your interviewer has worked on, you will gain a unique insight into what consulting is like.

The case study will feature a business problem that you will seek to solve during

the interview. It will not require extensive knowledge of specific industries or processes, and some cases have no right or wrong answers. Your questions and thought processes are more important than coming up with an actual solution.

Questions and answers

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

Preparation for the case study

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

While there are no set rules on how to solve a case study, you will find below some advice that can help you succeed.

Listen to the interviewer and ask questions

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

Structure the problem and form a framework

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



Think before speaking

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

Focus on high-impact issues

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

Generate a hypothesis and explore options creatively

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

Demonstrate business judgment

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

Make quick and accurate calculations

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

Synthesise your thoughts and draw conclusions from your analysis

At the end of the interview, you should summarise the key hypotheses and

options you have developed. Then, conclude with your recommended solution to the client's problem.

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

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

Don't panic if the answer is not apparent

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

Don't defend your solution at all costs

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

Don't internalise your thought process

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

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

This article was contributed by staff at BCG

THE INSTITUTE & QUALIFICATIONS



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ABOUT THE INSTITUTE OF CONSULTING

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

The IC's mission is to help develop and represent leading consultants whose services increase business effectiveness, in the UK and worldwide. It is responsible for setting out levels of competence for its members, helping consultants improve their skills through its qualifications, awards and learning resources through its fantastic ConsultingDirect online portal. The institute sets standards of professional conduct as well, through a code of conduct that every member signs up to.

IC membership clearly demonstrates that you will work professionally, so that your clients can be assured that you will put professional standards first in all that you do with them.

For more on CMI visit:
www.managers.org.uk

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

Ultimately, IC membership provides the means for consultants and advisers to demonstrate that they work to high professional standards and have the necessary knowledge, skills and experience to competently carry out the



assignments they accept. This is a significant differentiator for business consultants when meeting potential clients.

Joining the IC

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

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

Becoming a member of the institute

Anyone who wishes to become a consultant can join IC as an Affiliate member and, when their experience develops, move into one of the full membership grades. All grades allow access to the range of benefits. ●

You can find more information about IC membership and how it could help you develop your career as a consultant at:

CONTACT

Institute of Consulting
4th Floor, 2 Savoy Court,
Strand, London, WC2R 0EZ
www.icconsulting.org.uk
01536 207 307

PROFESSIONAL CONSULTANCY QUALIFICATIONS

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

As one of the professional bodies for business consulting in the UK, the Institute of Consulting (IC) offers consultants a structured professional development framework to support ongoing learning and development.

It offers a range of recognised qualifications for the business consulting profession that are awarded by the Chartered Management Institute. If you are looking to move into the profession, gain independent validation of your skills or wish to consolidate and embed your existing skills whilst networking with your peers, its specialist programmes are delivered by a range of training providers who are externally quality assured on a regular basis.

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

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

- Learn the most up to date tools, techniques and skills.
- Increase your marketability with clients and employers.
- Network with your peers and leading training providers.
- Be presented with new business opportunities.
- Maximise your potential.
- Develop alternative ways of thinking.

- Gain added confidence.
- Non-members receive free student membership – all students on our qualifications gain access to student support resources, including the Body of Knowledge during the course and upgrade on completion.

Choosing your qualification

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

As an aspiring management consultant, you will learn about:

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

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

More experienced consultants should consider the **Level 7 Diploma in Professional Consulting** which will develop your knowledge, skills and behaviours to operate as a management consultant. It is intended for people who want to enter management

consultancy from a functional discipline, or for those who wish to develop the skills and knowledge needed to operate in the field of management consultancy.

As a developing management consultant, you will learn about:

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

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

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

The Level 5 Qualification in Business Support

is also an introductory unit to business support that gives the learner a full understanding of the importance of communication and relationship building, understanding the business support process and the importance of how to conduct and develop oneself as a business support adviser.

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

Both the Certificate and Diploma in Business Support are aimed at all business support professionals, whether you are considering embarking upon a career in this field or are already a practising business adviser. Studying for these qualifications can be adapted to suit the individual's particular needs.

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

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

Units covered in the Certificate/Diploma in Business Support area

The BSC will cover the following units:

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

Optional units:

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

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

The Certified Management Consultant Award

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

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

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

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

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



To find out more and download syllabuses go to:
www.iconconsulting.org.uk/qualifications

ABOUT THE MANAGEMENT CONSULTANCIES ASSOCIATION



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

About the MCA

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

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

These companies represent two thirds of the UK consulting industry in fee income, estimated to be worth £9-10 billion in 2013, employ more than 50,000 consultants and work with every leading UK public and private organisation. They add real value and do amazing work.

The consulting industry

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

The industry's performance in 2015 is one of continued consolidation and growth. The MCA's data reported 8% growth in fee income across the industry in 2014, with many more firms now also working overseas, increasing consulting's role as a key export for the British economy.

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

The role of the MCA

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



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

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

A powerful voice for the industry

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

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

Promoting standards

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

Outstanding pieces of consultancy work and the best individual consultants are recognised each year in the MCA Awards. Case studies are submitted jointly by firms and their clients and the awards are fiercely contested, with the winners announced at a gala dinner each spring. Full details of the 2015 winning entries are available on the MCA website.

Uniting the industry

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

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

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

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

For more information

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

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

Twitter: @TheMCA_UK ●

ABOUT THE YOUNG MCA



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

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

Its mission is to contribute to the enhancement and development of the UK management consultancy industry while maintaining the industry's high standards. The network is run by the MCA and a steering committee of young consultants who are elected by the network. The steering committee has overall responsibility for the Young MCA's goals and actions.

Professional development & networking

The Young MCA team deliver a series of events and networking opportunities for its members. These events typically combine a business focused session, which delivers personal development content, followed by the opportunity to network with, and learn from, peers within other member consultancies.

Senior members of the consulting community are often invited to share their experiences and pass on their advice.

Events highlights of 2014/15 included:

- Build Your Personal Brand
- Social Media and the Future of Business
- Strengthening Personal Resilience
- Digital and the Future of Consulting
- Grown-Ups Don't Use PowerPoint
- How are your networking skills?
- The Future of Consulting in the Public Sector.

Online community

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

Here Young MCA members share and discuss industry news, viewpoints and

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

Promoting consulting as a career

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



Twitter: @TheYoungMCA
www.mca.org.uk/youngmca



Jer Lau – Young MCA Chair & Management Consultant at PwC

The Young MCA gives you an invaluable opportunity to meet peers with a diverse range of experiences and perspectives. Whether you have just joined consulting, are a few years in, work at a medium or large firm, or specialise in a certain sector, it's a great place to start building your external professional network.

Being a part of the Young MCA can be very rewarding, for both your personal and professional development. As a member of the network, you can choose how you want to be involved with the community. A few examples of how you can get involved are contributing to articles and reports, participating in Corporate Social Responsibility (CSR) activities, organising and attending events or becoming a steering committee representative for your firm.

As Chair of the steering committee, I've had the privilege to not only meet enthusiastic, friendly, smart and driven consultants at our events but also work with the steering committee to ensure our events and activities are valuable to our members across the network.

We look forward to seeing fresh faces in our community! Do keep an eye out for us at university career events.



For more information and advice on getting into management consultancy visit:

www.insidecareers.co.uk/man

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ATKearney

About us

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

About you

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

Why A.T. Kearney

As a new consultant, you will be a fully participating member of the team from the outset. You will have the chance to travel widely, to gain priceless experience of many industries, and to learn how to make a difference in the consulting world. You will also find that A.T. Kearney has a very human face. Though our consultants work hard, they're encouraged to focus on work-life balance. And our strength comes not just from the depth of our expertise, but from our diversity and inclusive culture – at our London office alone over 37 nationalities are represented. You will enjoy a comprehensive performance management process, a dedicated mentor, and a long-term development programme, designed to help you deliver lasting personal and professional impact. Above all you will discover a challenging and rewarding career with a passionate and innovative firm. ●

COMPANY DETAILS

No. of employees
3,300

Type of consultancy
Strategy and Operations/Implementation

JOB OPPORTUNITIES

Type of job opportunities
Graduate jobs

Offices recruited into
London

International opportunities
Yes

Disciplines recruited from
Numerate disciplines

GRADUATE JOBS

No. of graduate jobs
Not specified

Min. degree required/expected
2:1

Min. UCAS points
240

Starting salary
Competitive

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

Graduate application deadline
October 2015

UNDERGRADUATE OPPORTUNITIES

No. of undergraduate opportunities
Not specified

Undergraduate application deadline
October 2015

HOW TO APPLY

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

Contact information
LondonRecruiting@atkearney.com



Who we are

Bain & Company is one of the world's leading strategy consulting firms. For the last 11 years we have been ranked No. 1 'Best Firm to Work For' by *Consulting* magazine.

What we do

We work with top management teams to tackle their key issues and generate lasting financial impact. We are focused on results and delivering substantial, lasting financial impact to our clients. Our clients include some of the most successful global companies and private equity firms.

A career at Bain

As an Associate Consultant (AC) you will be responsible for solving business problems and helping the team work on our clients' critical issues. In addition, you will learn how to develop and implement practical solutions to drive tangible financial results for your clients. Bain offers unparalleled flexibility – ACs have the opportunity to pursue an MBA, go on externship or take a leave of absence to do charity work or travel.

Your professional development

Throughout your career at Bain, we offer excellent training. Your first year starts with two weeks of detailed training in your office and a further two-week global training programme, where you will train alongside your international colleagues. In addition, you will be assigned a mentor to help guide you through your career as well as receive ongoing coaching, both informal and formal, from senior case members and peer group sessions to ensure that you continually develop your skills. Bain is a meritocracy – your progression is driven purely by your performance, not by your tenure.

What we look for

Bain people are dynamic, entrepreneurial and thrive on early responsibility. We look for exceptional graduates and postgraduates from any degree discipline who demonstrate strong analytical and communication skills, initiative, leadership and teamwork. ●

COMPANY DETAILS

No. of employees
Over 6,000 worldwide

Type of consultancy
Strategy

JOB OPPORTUNITIES

Type of job opportunities
Graduate jobs

Offices recruited into
51 offices in 33 countries

International opportunities
Yes

Disciplines recruited from
All degrees considered

GRADUATE JOBS

No. of graduate jobs
No fixed quota

Min. degree required/expected
2:1

Min. UCAS points
360

Starting salary
Competitive

Benefits
25 days' holiday, healthcare, pension scheme, golden hello, study support, life assurance, bike scheme, gym membership, performance bonus and social events

Graduate application deadline
1 November 2015

UNDERGRADUATE OPPORTUNITIES

No. of undergraduate opportunities
No fixed quota

Undergraduate application deadline
1 November 2015

HOW TO APPLY

Application method
Covering letter, CV and application form online

Contact information
Jessie Lemieux
GraduateRecruiting.London@Bain.com

WORLD-CHANGERS WANTED.

At Bain, we help top business leaders solve their toughest problems. We help our clients make better decisions, convert those decisions to actions, and deliver the sustainable success they desire. We are passionate about achieving better results for our clients—results that go beyond financial and are uniquely tailored, pragmatic, holistic, and enduring.

So we select only the most exceptional colleagues with an ambition to make their mark. The learning curve is steep, but exhilarating. Every assignment presents a new chance to develop creative solutions to real-world problems—and to gain invaluable, versatile skills.

e: graduaterecruiting.london@bain.com

w: www.joinbain.com

Application deadline for London office is 1st November

If you are interested in applying to other Bain offices, please contact them directly for their individual deadlines

BAIN & COMPANY

joinbain.com



The Boston Consulting Group (BCG) is a global management consulting firm with more than 82 offices in 46 countries. BCG pioneers ideas that drive sustained competitive advantage and transform clients, industries, and society.

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

Building impact

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

Connecting aspirations

It's pretty simple – BCGers genuinely want to help their clients and each other succeed. Challenged by mentors and supported by teams, you will join a diverse group of highly driven, exceptional individuals who respect and trust each other. In a culture where ideas are heard regardless of tenure, the deep relationships you develop with clients and colleagues will become a foundation for your future endeavours.

Growing leaders

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

COMPANY DETAILS

No. of employees
10,500

Type of consultancy
Strategy

JOB OPPORTUNITIES

Type of job opportunities
Graduate jobs, internships

Offices recruited into
London

International opportunities
Yes

Disciplines recruited from
All degrees considered

GRADUATE JOBS

No. of graduate jobs
No fixed quota

Min. degree required/expected
2:1

Min. UCAS points
340

Starting salary
Highly competitive

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

Graduate application deadline
31 October 2015

UNDERGRADUATE OPPORTUNITIES

No. of undergraduate opportunities
No fixed quota

Undergraduate application deadline
30 January 2016

HOW TO APPLY

Application method
Covering letter and CV online at apply.bcg.com/ukuniversity

Contact information
lonrecruiting@bcg.com



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

BUILD. CONNECT. GROW. BCG.COM/CAREERS

The Boston Consulting Group is an equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, age, religion, sex, sexual orientation, gender identity / expression, national origin, disability, protected veteran status, or any other characteristic protected under applicable law.



Charles River Associates is a global consulting firm specialising in litigation, regulatory, financial, and management consulting. CRA advises clients on economic and financial matters pertaining to litigation and regulatory proceedings, and guides corporations through critical business strategy and performance-related issues. Since 1965, clients have engaged CRA for its unique combination of functional expertise and industry knowledge, and for its objective solutions to complex problems. Headquartered in Boston, CRA has offices throughout the world and is celebrating its 50th year anniversary this year.

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

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

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

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

COMPANY DETAILS

No. of employees
500

Type of consultancy
Generalist and Strategy

JOB OPPORTUNITIES

Type of job opportunities
Graduate jobs, internships

Offices recruited into
London, Brussels and Munich

International opportunities
Yes

Disciplines recruited from
All degree disciplines considered

GRADUATE JOBS

No. of graduate jobs
2-4

Min. degree required/expected
2:1

Starting salary
Competitive

Benefits
25 days' holiday, healthcare, pension scheme, study support, interest-free loan, season ticket loan, life assurance, bike scheme, gym membership, performance bonus and social events

Graduate application deadline
Early applications are advised

HOW TO APPLY

Application method
Covering letter and CV online at www.charlesriverassociates.com/careers

Contact information
hc-recruiting@crai.com



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

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

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

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

COMPANY DETAILS

No. of employees
230

Type of consultancy
IT

JOB OPPORTUNITIES

Type of job opportunities
Graduate jobs

Offices recruited into
London (HQ) and USA

International opportunities
Yes

Disciplines recruited from
All degrees considered

GRADUATE JOBS

No. of graduate jobs
15-20

Min. degree required/expected
2:1

Min. UCAS points
320

Starting salary
£40,000 + £5,000 sign-on bonus

Benefits
25 days' holiday, healthcare, pension scheme, study support, interest-free loan, life assurance, gym membership and social events

Graduate application deadline
31 December 2015

HOW TO APPLY

Application method
Online

Contact information
Moor Place
1 Fore Street Avenue
London EC2Y 9DT
E: recruit@chp.co.uk
T: 020 7920 2722



Credo is a leading boutique strategy consultancy, working for the CEOs and boards of today's most forward-thinking companies. We provide solutions for key strategic issues – which markets, what business model, how to achieve above market returns.

We undertake cutting-edge, high-impact work in markets that matter, such as business services, transport, healthcare, telecoms, energy and environment, and have an extensive private equity practice.

We believe the Credo culture is a critical part of our success. We have a flat management structure, an open and supportive office atmosphere, and organise regular social events. Our smaller case teams mean greater responsibility and influence early on, so you can develop closer relationships with your colleagues and clients, and make more of a difference, faster.

Dynamic environment

You will be joining a partnership with a track record of strong growth and ambitions to further develop the business. We are consistently seeking to deepen our expertise in our key sectors, and have successfully expanded into adjacent sectors in which we can leverage our key strengths.

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

Training and progression

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

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

COMPANY DETAILS

No. of employees
50

Type of consultancy
Strategy

JOB OPPORTUNITIES

Type of job opportunities
Graduate jobs

Offices recruited into
London and Dubai

International opportunities
Yes

Disciplines recruited from
All degrees considered

GRADUATE JOBS
No. of graduate jobs
10+

Min. degree required/expected
2:1

Starting salary
Market leading

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

Graduate application deadline
8 November 2015

HOW TO APPLY

Application method
Online at
www.credoconsulting.com/careers/apply

Contact information
Julie Shelton
recruitment@credoconsulting.com



GO ONLINE FOR:

CAREERS INFORMATION

- ✓ Overview of the profession
- ✓ CV, application & interview advice
- ✓ Industry updates
- ✓ Career guide PDF
- ✓ Employer Q&As

RECRUITMENT SERVICES

- ✓ Graduate jobs
- ✓ Internships & Placements
- ✓ Insight Days
- ✓ Employer directory
- ✓ Job search & job alerts
- ✓ Deadlines calendar



About FTI Consulting

The talent and expertise of our people makes FTI Consulting a global leader in business advisory services and consulting. We provide our clients with clear analysis and strategic advice helping them overcome a wide variety of complex business challenges.

Our graduates play a key role throughout each of our projects, collaborating with team members on project design, performing research and analysis, and developing insights and conclusions.

Economic and Financial Consulting

Our Economic and Financial Consulting practice applies clear and focused analysis to complex, unstructured problems in economics and finance.

We have extensive experience of applying our knowledge of economics, finance, valuation, accountancy and industry practices to help all types of clients and decision-makers. For example, we advise law firms, companies, regulators and government bodies on topics such as:

- The value of businesses, assets and intellectual property
- Industrial, regulatory and competition economics
- Strategy consulting

We often do so where interests may conflict, such as in dispute resolution, economic regulation or matters of competition policy.

We also have graduate opportunities in Forensic and Litigation Consulting, Strategic Communications, Tax Advisory and Technology Consulting.

Find out more

Our graduate programmes provide the opportunity to develop your career with a growing company, which will expose you to some of the most challenging but rewarding high-profile projects. In addition to excellent training and development opportunities, FTI Consulting can offer a competitive and attractive rewards package, a supportive and friendly environment, and the opportunity to achieve your potential.

To find out more and apply, visit: www.fticonsulting.co.uk/graduates where you can also download our brochure. ●

COMPANY DETAILS

No. of employees
4,500

Type of consultancy
Niche

JOB OPPORTUNITIES

Type of job opportunities
Graduate jobs

Offices recruited into
London and Paris

International opportunities
Yes

Disciplines recruited from
All degree disciplines

GRADUATE JOBS

No. of graduate jobs
Varies

Min. degree required/expected
2:1

Starting salary
Competitive

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

Graduate application deadline
16 November 2015

UNDERGRADUATE OPPORTUNITIES

No. of undergraduate opportunities
30-40

Undergraduate application deadline
Ongoing

HOW TO APPLY

Application method
Online at www.fticonsulting.co.uk/graduates

Contact information
www.fticonsulting.co.uk/graduates

GRADUATE OPPORTUNITIES IN THE HEART OF THE CITY



The talent and expertise of our people makes FTI Consulting a global thought leader in business advisory services and consulting. We provide our clients with clear analysis and strategic advice helping them overcome a wide variety of complex business challenges.

We have a number of vacancies across all of our practice areas and are looking for numerate, highly analytical graduates to join us. Working in small client teams where knowledge sharing is a key part of the culture means you'll have the opportunity to do meaningful work from the very beginning of your career.

For more information and closing dates for applications, go to:

www.fticonsulting.co.uk/graduates

ECONOMIC & FINANCIAL CONSULTING

FORENSIC LITIGATION CONSULTING

STRATEGIC COMMUNICATIONS

TECHNOLOGY

EUROPEAN TAX ADVISORY

HYMANS ROBERTSON

Hymans Robertson is one of the UK's leading pensions, benefits and risk consultancies. We work with a wide range of corporate clients, trustees and public sector organisations, including some household names.

The pension and benefits landscape is undergoing huge change which will affect every working person. Hymans Robertson is well positioned to influence this change positively and proactively by providing valuable commercial solutions which will make a genuine impact on peoples' lives, well-being and financial security for the longer term.

We're an independent partnership, an important distinction in a market where many of our competitors have been merging or are part of larger organisations. We pride ourselves on the quality and impartiality of the advice we give to our clients, while our ownership structure and lack of shareholders ensures that we don't need to put profit ahead of integrity. Our independence also means that our people can build a great career and our consultants are encouraged to voice their opinions - frankly, honestly and without restriction.

It's clearly a successful formula as our clients tend to stay with us for much longer than the industry average. We're also proud to be at number 48 in the Sunday Times Best Companies to Work for and to be recognised as one of the top undergraduate recruiters at the recent National Undergraduate Employer awards.

We're looking for graduates to join our Trainee Actuarial Consultant programme in Actuarial & Benefits, Investment or Risk Modelling Consulting. We also offer a summer internship for penultimate year students interested in an actuarial consulting career. We aim to recruit the best. Our client facing consultancy roles require a unique blend of technical and interpersonal skills and a passion for business. You'll also be committed to studying and qualifying as an actuary, with lots of support from us, of course.

From the start you'll receive hands on training and be able apply your mathematical and analytical skills to solve business problems and provide tailored solutions to our clients. You'll be analysing complex data and presenting the results of calculations and sophisticated modelling in an engaging and compelling way to help our clients make the best possible decisions. We'll work with you to make sure that you make the most of your potential and progress your career at a pace that suits you.

Find out more at www.hymanscareers.co.uk ●

COMPANY DETAILS

No. of employees
750

Type of consultancy
Financial & Investments

JOB OPPORTUNITIES

Type of job opportunities
Graduate jobs, internships

Offices recruited into
London, Birmingham, Edinburgh and Glasgow

International opportunities
No

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

GRADUATE JOBS

No. of graduate jobs
21

Min. degree required/expected
2:1

Starting salary
Competitive

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

Graduate application deadline
Applications are processed on a first come first served basis

UNDERGRADUATE OPPORTUNITIES
No. of undergraduate opportunities
15+

Undergraduate application deadline
21 December 2015

HOW TO APPLY

Application method
Application form online at www.hymanscareers.co.uk

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



KPMG in the UK has 22 offices and is part of a global network of member firms offering Audit, Tax and Advisory services to some of the world's biggest businesses. KPMG's vision is simple - to turn knowledge into value for the benefit of its clients, people and stakeholders.

Our people are at the heart of our continued success and being part of KPMG is being part of a community of talented and innovative people, working together to have a positive, lasting impact on our clients. No one type of person succeeds at KPMG; a diverse business requires diverse personalities, characters and perspectives. There really is a place for you here.

At KPMG, your long-term future is every bit as important to us as it is to you. That's why our aim is to give you experiences that will stay with you for a lifetime. Whether it's great training and development, mobility opportunities or corporate responsibility volunteering activities - you'll gain a wealth of experiences on which to build a rewarding career. We're proud of our culture - it's one that recognises hard work, encourages new ways of thinking and embraces diversity and inclusion. We have an innovative spirit which inspires what we do and how we do it - striving to be better lies at the heart of who we are.

We're at our best when you're at your best; that's why we've created 'Our Deal' and 'The Academy'. They're our way of recognising and rewarding our colleagues for giving their best at work. Through 'The Academy', you'll have access to communities which will support and develop you so that you build your skills and career. From introducing secondment programmes to preferential banking, and student loan payments to your birthday off, we're making sure that our people have an amazing experience.

To find out about specific entry requirements, please view KPMG's website: kpmgcareers.co.uk/insidecareers ●

COMPANY DETAILS

No. of employees
11,500

JOB OPPORTUNITIES

Type of job opportunities
Graduate jobs, internships and placements

Offices recruited into
22 offices nationwide

International opportunities
No

Disciplines recruited from
All

GRADUATE JOBS

No. of graduate jobs
1,000

Min. degree required/expected
2:1

Min. UCAS points
300
**However, it's not just your academic performance we are interested in, we will assess your application by combining a number of different factors*

Starting salary
Competitive

Benefits
25 days' holiday, healthcare, pension scheme, study support, interest-free loan, flexitime, season ticket loan, life assurance, bike scheme, gym membership, performance bonus and social events

Graduate application deadline
All year round - early application is advised

UNDERGRADUATE OPPORTUNITIES
No. of undergraduate opportunities
200

Undergraduate application deadline
All year round - early application is advised

HOW TO APPLY

Application method
Online



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

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

Our teams combine our core capabilities of research, benchmarking, modelling, analysis and strategy development to create game-changing insights and practical solutions that deliver real impact. We enable clients to make critical decisions with greater certainty and produce results that consistently exceed their expectations.

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

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

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

Summer Associate position: This programme is open to penultimate year students who are interested in gaining an insight into the Associate career. The internship runs for eight weeks over July and August. You will first complete an orientation programme before becoming a contributing case team member. ●

COMPANY DETAILS

No. of employees
c.1,000

Type of consultancy
Strategy

JOB OPPORTUNITIES

Type of job opportunities
Graduate jobs, internships

Offices recruited into
London

International opportunities
Yes - see website

Disciplines recruited from
All degrees considered

GRADUATE JOBS
No. of graduate jobs
c.40

Min. degree required/expected
2:1

Min. UCAS points
340

Starting salary
Highly competitive

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

Graduate application deadline
8 November 2015

UNDERGRADUATE OPPORTUNITIES
No. of undergraduate opportunities
c.4

Undergraduate application deadline
31 January 2016

HOW TO APPLY

Application method
Covering letter and CV online at www.lek.com/join-lek

Contact information
Isobel Newson
Consultant Recruitment Manager
london.recruit@lek.com

Marakon

About us

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

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

What others say about us

- 'A consultancy that has advised some of the world's most consistently successful companies.' *The Economist*
- 'An absolutely top notch consultancy, among the half-dozen firms that form the elite in strategy consulting.' *Fortune*
- 'They are original thinkers with a challenging point of view.' CEO, *Xerox*

Opportunities available:

We are looking for outstanding applicants (either Bachelors, Masters or PhDs) from any discipline who can demonstrate:

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

Training

In your first two years, you will receive over 300 hours of formal training to learn the basics of good consulting and our practice e.g., corporate and business unit strategy, financials and valuation, presentation and client interaction skills. Throughout your time at Marakon you will also benefit from a career coach who will support your progression and development and ensure that it's tailored to your needs. ●

COMPANY DETAILS

No. of employees
80

Type of consultancy
Corporate Strategy

JOB OPPORTUNITIES

Type of job opportunities
Graduate jobs

Offices recruited into
London

International opportunities
Yes

Disciplines recruited from
All degree disciplines

GRADUATE JOBS
No. of graduate jobs
4-6

Min. degree required/expected
2:1

Starting salary
Highly competitive

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

Graduate application deadline
4 November 2015

HOW TO APPLY

Application method
CV and covering letter online at www.marakon.com/join-our-team

Contact information
MKNUK-Recruiting@marakon.com
99 Bishopsgate
London EC2M 3XD

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

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

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

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

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

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

COMPANY DETAILS

No. of employees
18,000+ worldwide

Type of consultancy
Generalist and Strategy

JOB OPPORTUNITIES

Type of job opportunities
Graduate jobs, internships

Offices recruited into
Worldwide

International opportunities
Yes

Disciplines recruited from
All degrees considered

GRADUATE JOBS
No. of graduate jobs
No fixed quota

Min. degree required/expected
2:1

Min. UCAS points
340

Starting salary
Competitive

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

Graduate application deadline
29 October 2015

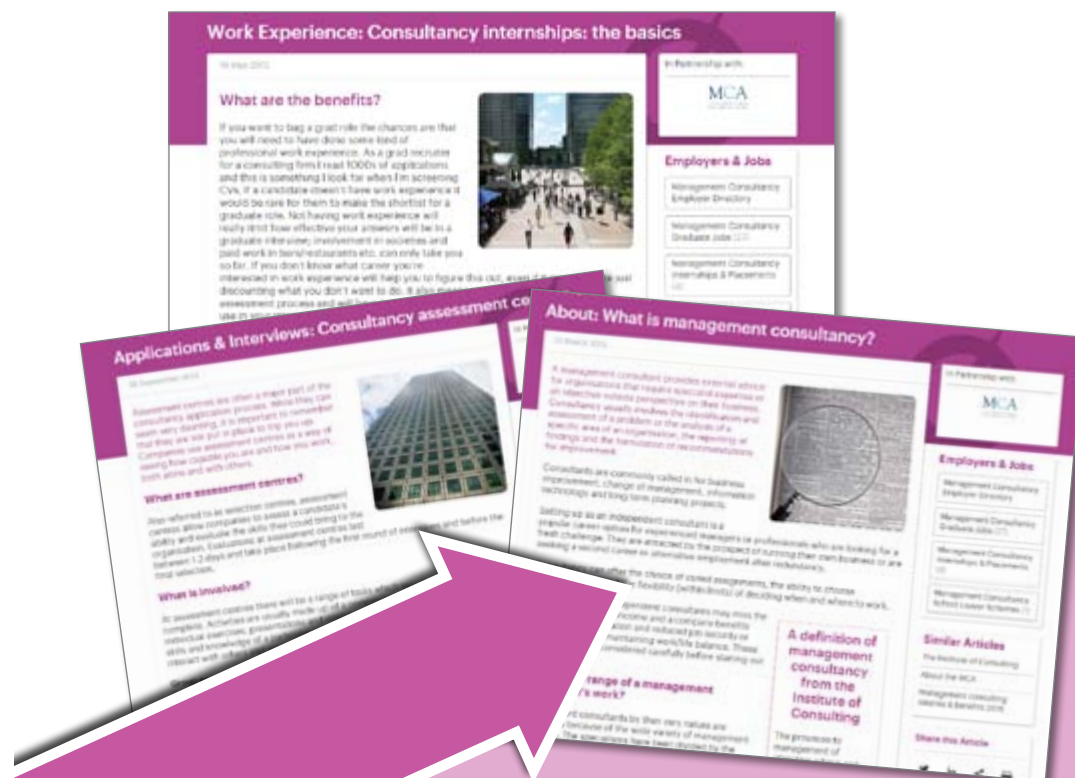
UNDERGRADUATE OPPORTUNITIES
No. of undergraduate opportunities
No fixed quota

Undergraduate application deadline
28 January 2016

HOW TO APPLY

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

Contact information
UKCampus_Recruiting@mckinsey.com



GO ONLINE FOR:

CAREERS INFORMATION

- ✓ Overview of the profession
- ✓ CV, application & interview advice
- ✓ Industry updates
- ✓ Career guide PDF
- ✓ Employer Q&As

RECRUITMENT SERVICES

- ✓ Graduate jobs
- ✓ Internships & Placements
- ✓ Insight Days
- ✓ Employer directory
- ✓ Job search & job alerts
- ✓ Deadlines calendar



NERA Economic Consulting is a global firm of experts dedicated to applying economic, finance, and quantitative principles to complex business and legal challenges. Over half a century, NERA's economists have been creating strategies, studies, reports, expert testimony, and policy recommendations for government authorities and the world's leading law firms and corporations. NERA serves clients from over 20 offices across North America, Europe, and Asia Pacific.

We are seeking talented economists with first-rate academic records, who are pursuing or hold a Masters and/or PhD in Economics, Finance or a related discipline. If you are interested in joining our team in either a permanent or internship position, please click apply at www.nera.com/careers and submit your full academic CV, transcripts, cover letter and a writing sample. ●

COMPANY DETAILS

No. of employees
500

Type of consultancy
Niche

JOB OPPORTUNITIES

Type of job opportunities
Graduate jobs and internships

Offices recruited into
Europe, Asia Pacific and USA

International opportunities
Yes

Disciplines recruited from
Economics and Finance

GRADUATE JOBS
No. of graduate jobs
20-25

Min. degree required/expected
2:1

Starting salary
Competitive

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

Graduate application deadline
See website

UNDERGRADUATE OPPORTUNITIES
No. of undergraduate opportunities
10-15

Undergraduate application deadline
See website

HOW TO APPLY

Application method
Submit CV and covering letter online at www.nera.com/careers

Contact information
recruitmentlondon@nera.com



"Does the internet mean my business won't exist in five years? How much should we invest in emerging markets? How can we win in the downturn?"

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

Over the last 28 years, we have grown to become a global strategy consultancy with 14 offices in 4 continents, serving leading companies and private equity houses.

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

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

Not your average consultants: Developing your skills is at the heart of our success – introductory training will equip you with the core consulting toolkit, ongoing training will hone your knowledge of finance, accounting, and strategic thinking, and project work will offer you diverse opportunities to learn from colleagues, think creatively and get under the skin of a business. We also host bi-annual offsites (recent locations include Chicago and Paris).

Don't just sit there: Continuing to attract the best graduates is at the heart of our ongoing success. We are looking for people with outstanding analytical minds and eclectic interests. We encourage candidates from all disciplines.

Interested? We'd like to talk. ●

COMPANY DETAILS

No. of employees
500

Type of consultancy
Strategy

JOB OPPORTUNITIES

Type of job opportunities
Graduate jobs and internships

Offices recruited into
London

International opportunities
Yes

Disciplines recruited from
All disciplines

GRADUATE JOBS
No. of graduate jobs
No fixed quota

Min. degree required/expected
2:1

Starting salary
Top of the market

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

Graduate application deadline
8 November 2015

UNDERGRADUATE OPPORTUNITIES
No. of undergraduate opportunities
6-10

Undergraduate application deadline
17 January 2016

HOW TO APPLY

Application method
Covering letter and CV online

Contact information
recruitment@ocstrategy.com



About us

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

Why join us?

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

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

The role

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

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

COMPANY DETAILS

No. of employees
3,000

Type of consultancy
Strategy

JOB OPPORTUNITIES

Type of job opportunities
Graduate jobs, internships, insight days

Offices recruited into
London

International opportunities
Yes

Disciplines recruited from
All degrees considered

GRADUATE JOBS
No. of graduate jobs
No fixed quota

Min. degree required/expected
2:1

Min. UCAS points
360

Starting salary
Highly competitive

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

Graduate application deadline
1 November 2015 and 13 December 2015

UNDERGRADUATE OPPORTUNITIES
No. of undergraduate opportunities
No fixed quota

Undergraduate application deadline
17 January 2016

HOW TO APPLY

Application method
Online

Contact information
recruiting.uk@oliverwyman.com

DESTINATIONS

	GATE	ARRIVAL
INDUSTRY IMPACT	OW	FASTER
GLOBAL ASSIGNMENTS	OW	FASTER
SENIOR CLIENT CONTACT	OW	FASTER
CAREER DEVELOPMENT	OW	FASTER
MAKE PARTNER	OW	FASTER



GET THERE FASTER

Some people know precisely where they want to go.

Others seek the adventure of discovering uncharted territory. Whatever you want your professional journey to be, you'll find what you're looking for at Oliver Wyman.

Discover the world of Oliver Wyman at
oliverwyman.com/careers



DISCOVER
OUR WORLD

Oliver Wyman is a leading global management consulting firm that combines deep industry knowledge with specialised expertise in strategy, operations, risk management, and organisation transformation. With offices in 50+ cities across 26 countries, Oliver Wyman works with the CEOs and executive teams of Global 1000 companies.
An equal opportunity employer.





Parthenon-EY is a strategic advisory firm with offices in Boston, Chicago, London, Mumbai, New York, San Francisco, Shanghai and Singapore. Since Parthenon was established in 1991, the firm has embraced a unique approach to strategic advisory services built on long-term client relationships, an entrepreneurial spirit, and customised insights.

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

What we do

At Parthenon-EY we solve our clients' business challenges with customised solutions. Ranked in the top 10 consulting firms by Vault, Parthenon-EY works with leading companies across a variety of sectors. In our London office we focus on, education, consumer goods, business services and private equity. Parthenon-EY advises on a vast range of issues, such as competitive positioning, core value propositions and M&A strategy.

The associate programme

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

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

The way we work

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

COMPANY DETAILS

No. of employees
38

Type of consultancy
Strategy

JOB OPPORTUNITIES

Type of job opportunities
Graduate jobs and internships

Offices recruited into
London

International opportunities
Yes

Disciplines recruited from
Any

GRADUATE JOBS
No. of graduate jobs
8-10

Starting salary
Competitive

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

Graduate application deadline
3 November 2015

UNDERGRADUATE OPPORTUNITIES
No. of undergraduate opportunities
3

Undergraduate application deadline
7 January 2016

HOW TO APPLY

Application method
Application form, covering letter and CV online

Contact information
www.careers.parthenon.com/home

GO ONLINE FOR:

CAREERS INFORMATION

- ✓ Overview of the profession
- ✓ CV, application & interview advice
- ✓ Industry updates
- ✓ Career guide PDF
- ✓ Employer Q&As

RECRUITMENT SERVICES

- ✓ Graduate jobs
- ✓ Internships & Placements
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- ✓ Deadlines calendar



Consulting opportunities with PwC

We offer two distinct graduate routes into Consulting. If you want a broad range of experiences across a number of disciplines, then join **Management Consulting** and train on a two-year structured programme that builds a range of core skills across several different areas of Consulting: Finance, People and Change, Technology, Operations, Risk, Strategy, Programme & Project Management, Delivering Deal Value and Sustainability and Climate Change.

Or, if you're interested in one of our specialist consulting practices – Strategy Consulting, Economics, Sustainability or Climate Change – then you can apply directly to that area and develop your skills quickly through strong project responsibility and in-depth training:

- **Economics Consulting** advises clients in the public and private sectors on complex business and policy issues including investigations and commercial disputes, market reform, and strategies for growth.
- **Strategy&** is PwC's Strategy Consulting practice. You'll work on challenging and varied assignments - from helping a company identify attractive new markets, advising a Private Equity client on game-changing investments to helping industry leaders solve their toughest corporate and M&A challenges and seize their greatest opportunities.
- **Sustainability & Climate Change Consulting** helps public and private sector clients embed sustainability into their risk management strategies and throughout their organisations, while making most of the opportunities created for innovation and growth, as the world transitions to a greener economy.

So join PwC. We'll help you reach your full potential.

Take the opportunity of a lifetime.

pwc.com/uk/work-in-consulting
strategyandyou.pwc.com/uk
facebook.com/PwCCareersUK
twitter.com/PwC_UK_Careers •

COMPANY DETAILS

No. of employees
c. 19,000 (UK)

Type of consultancy
Management Consulting, Strategy Consulting, Economics Consulting, Technology Consulting, Sustainability and Climate Change Consulting and Risk Consulting

JOB OPPORTUNITIES

Type of job opportunities
Graduate jobs, internships, placements

Offices recruited into
UK-wide

International opportunities
Yes

Disciplines recruited from
We welcome all degree subjects

GRADUATE JOBS
No. of graduate jobs
c. 350 across all of Consulting

Min. degree required/expected
2:1

Min. UCAS points
340 for Strategy& and Economics Consulting

Starting salary
Competitive

Benefits
Holiday entitlement, bike scheme, access to many discounted products and services such as gym membership, healthcare scheme, interest-free loan, life assurance, pension scheme, season ticket loan and study support

Graduate application deadline
Check our website for details

UNDERGRADUATE OPPORTUNITIES
No. of undergraduate opportunities
c. 80 across all of Consulting

Undergraduate application deadline
Check our website for details

HOW TO APPLY

Application method
Online - apply early to avoid disappointment

Contact information
Student careers helpline:
T: 0808 100 1500



Work in:
Economics Consulting
Management Consulting
Strategy Consulting
Sustainability & Climate Change
Technology Consulting

Influence big business

Exposure to diverse industries, projects and clients. The opportunity to work alongside, and learn from, exceptional people. And the best training and development around. With all that behind them, it's not surprising graduates in our Consulting practice build a deeper understanding of the issues – plus the confidence and credibility to help major businesses work smarter and grow faster. Find out how joining one of our five specialist areas can help develop the skills you need to succeed.

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Roland Berger Strategy Consultants

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

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

COMPANY DETAILS

No. of employees
2,400+

Type of consultancy
Strategy

JOB OPPORTUNITIES

Type of job opportunities
Graduate jobs, internships

Offices recruited into
London

International opportunities
See website: www.join.rolandberger.com

Disciplines recruited from
All disciplines

GRADUATE JOBS
No. of graduate jobs
5-8

Min. degree required/expected
2:1

Starting salary
Competitive

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

Graduate application deadline
13 November 2015

UNDERGRADUATE OPPORTUNITIES
No. of undergraduate opportunities
Varies

Undergraduate application deadline
See website

HOW TO APPLY

Application method
Online at www.join.rolandberger.com

Contact information
recruitment@gb.rolandberger.com



Who are Strategy&?

Join us and start to build an extraordinary career. We're changing the way the world thinks about strategy and how it's done. We're looking for outstanding graduates, who will join a training programme designed to develop deep and well-rounded core consulting skills. You'll focus on both C-suite corporate strategy work and M&A strategy, and progress quickly in a high-growth, industry-changing organisation.

What could a Strategy& career mean for you?

With a focus on anticipating change in today's evolving business environment, you'll help to build the lasting strategies and differentiating capabilities that our clients – a portfolio of FTSE 100, Fortune 500, Public Sector and top Private Equity organisations – need to power ahead of their competitors.

From day one you'll work on challenging and varied assignments – for example helping a company identify attractive new markets or advising a Private Equity client on game-changing investments – working closely with our clients, and senior Strategy& people. We'll make sure you maximise your potential through outstanding training and development, and the opportunity to be sponsored for an MBA at one of the world's leading business schools.

Where will you focus your passion?

Join as a consultant and you'll have the opportunity to work with clients from all sorts of industries. Over time, you'll build your strategic expertise across a wide range of sectors working on the most important questions facing business leaders today.

What do we look for?

We look for a rare combination of razor-sharp intellectual ability, commercial awareness, analytical skills, flexibility, teamwork and the confidence and credibility to present your opinions to senior clients.

Drive essential advantage for our clients, create exciting change for our industry and help us build something great. Join Strategy&. ●

COMPANY DETAILS

No. of employees
320 (Strategy& UK)

Type of consultancy
Strategy

JOB OPPORTUNITIES

Type of job opportunities
Graduate jobs, internships

Offices recruited into
London

International opportunities
Yes

Disciplines recruited from
All degree subjects

GRADUATE JOBS
No. of graduate jobs
c. 30

Min. degree required/expected
2:1

Min. UCAS points
340

Starting salary
Highly competitive

Graduate application deadline
1 November 2015

UNDERGRADUATE OPPORTUNITIES
No. of undergraduate opportunities
10










Undergraduate application deadline
7 January 2016

HOW TO APPLY

Application method
Apply online - CV and covering letter

Contact information
pwc.com/uk/careers/strategy&

Company	No. of employees	Type of consultancy	Type of job opportunities	Offices recruited into	International opportunities	GRADUATE OPPORTUNITIES												UNDERGRADUATE OPPORTUNITIES		How to apply	Further info (pgae)
						No. of graduate jobs	Min. degree required		Starting salary	Benefits						Graduate application deadline	No. of undergraduate opportunities	Undergraduate application deadline			
										No. of days' holiday	Pension scheme	Healthcare scheme	Golden hello	Performance bonus	Season ticket loan				Social events		
 AT Kearney	3,300	Strategy and Operations/ Implementation	Graduate jobs	London	✓	Varies	2:1		Competitive	25	●	●	-	●	●	●	October 2015	Varies	October 2015	Online	73
 BAIN & COMPANY	6,000+	Strategy	Graduate jobs	Worldwide	✓	Varies	2:1		Competitive	25	●	●	-	●	-	●	01/11/15	Varies	01/11/15	Online	74
 BCG	10,500	Strategy	Graduate jobs and internships	London	✓	Varies	2:1		Highly competitive	23	●	●	●	●	-	●	30/10/15	Varies	30/01/16	Online	76
 CRA Charles River Associates	500	Generalist and Strategy	Graduate jobs and internships	London, Brussels and Munich	✓	2-4	2:1		Competitive	25	●	●	-	●	●	●	Ongoing	-	-	Online	78
 CHP Consulting	230	IT	Graduate jobs	London and USA	✓	15-20	2:1		£40,000 + bonus	25	●	●	-	-	-	●	31/12/15	-	-	Online	79
 CREDO	50	Strategy	Graduate jobs	London and Dubai	✓	10+	2:1		Market leading	25	●	●	●	●	-	●	08/11/15	-	-	Online	80
 FTI CONSULTING	4,500	Niche	Graduate jobs	London and Paris	✓	Varies	2:1		Competitive	25	●	●	-	-	●	●	16/11/15	30-40	Ongoing	Online	82
 HYMANS ROBERTSON	750	Financial & Investments	Graduate jobs and internships	London, Birmingham, Edinburgh and Glasgow	✗	21	2:1		Competitive	Varies	●	●	-	-	●	●	Ongoing	15+	21/12/15	Online	84
 KPMG cutting through complexity	11,500	-	Graduate jobs, internships and placements	Nationwide	✗	1,000	2:1		Competitive	25	●	●	-	●	-	●	Ongoing	200	Ongoing	Online	85
 LEK.	c.1,000	Strategy	Graduate jobs and internships	London	✓	c.40	2:1		Highly competitive	25	-	●	●	-	●	●	08/11/15	c.4	31/01/16	Online	86

Company	No. of employees	Type of consultancy	Type of job opportunities	Offices recruited into	International opportunities	GRADUATE OPPORTUNITIES											UNDERGRADUATE OPPORTUNITIES		How to apply	Further info (pgae)	
						No. of graduate jobs	Min. degree required		Starting salary	Benefits						Graduate application deadline	No. of undergraduate opportunities	Undergraduate application deadline			
										No. of days' holiday	Pension scheme	Healthcare scheme	Golden hello	Performance bonus	Season ticket loan						Social events
	80	Corporate Strategy	Graduate jobs	London	✓	4-6	2:1		Highly competitive	25	●	●	●	●	●	●	04/11/15	-	-	Online	87
	18,000	Generalist and Strategy	Graduate jobs and internships	Worldwide	✓	Varies	2:1		Competitive	24	●	●	●	-	●	●	29/10/15	Varies	28/01/16	Online	88
	500	Niche	Graduate jobs and internships	Worldwide	✓	20-25	2:1		Competitive	23	●	●	-	●	-	●	See website	10-15	See website	Online	90
	500	Strategy	Graduate jobs and internships	London	✓	Varies	2:1		Top of the market	22+	●	●	●	●	●	●	08/11/15	6-10	17/01/16	Online	91
	3,000	Strategy	Graduate jobs, internships and insight days	London	✓	Varies	2:1		Highly competitive	23	●	●	●	●	●	●	01/11/15 and 13/12/15	Varies	17/01/16	Online	92
	38	Strategy	Graduate jobs and internships	London	✓	8-10	-		Competitive	25	●	●	●	●	-	●	03/11/15	3	07/01/16	Online	95
	c.19,000 (UK)	Various	Graduate jobs, internships and placements	UK-wide	✓	c.350	2:1		Competitive	Varies	●	●	-	-	●	-	See website	c.80	See website	Online	96
	2,400	Strategy	Graduate jobs and internships	London	✓	5-8	2:1		Competitive	25	●	●	●	●	●	-	13/11/15	Varies	See website	Online	98
	320	Strategy	Graduate jobs and internships	London	✓	c.30	2:1		Highly competitive	-	-	-	-	-	-	-	01/11/15	10	07/01/16	Online	99