

THE OFFICIAL GRADUATE CAREER GUIDE TO

MANAGEMENT CONSULTANCY

2014/15

27TH EDITION

ACTUARIES

MANAGEMENT
CONSULTANCY

TAX

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WHAT'S INSIDE

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Salaries & career paths
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'All the information you need to start
your management consultancy career.'

Alan Leaman, Chief Executive,
Management Consultancies Association

'The essential guide for anyone looking to
become a professional consultant.'

Sandra Pollock, Manager,
Institute of Consulting



—
your
consulting career
starts here
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Institute of Consulting: Introduction

Sandra Pollock is passionate about providing first rate careers services and is pleased to introduce the *Inside Careers Guide to Management Consultancy*. Here, she 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.

With growth coming back to the economy, the role of the consultant is becoming increasingly important as businesses look to prepare for future prosperity. Whether it's internal or external consultancy, the need to deliver a trusted service that improves and increases business options is paramount.

Whatever your motivations for working in the consulting industry the elements of the role will be very 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, which can be a great opportunity for 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, one key thing that binds the members of the profession together 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 stand up for the profession of consulting, we support consultants as they go about their daily business and we enable them to differentiate themselves from the competition.

And, as an organisation within the Chartered Management Institute (CMI), all Institute of Consulting members benefit from the strengthened relationship, the shared aims and the key underlying purpose of improving business performance and UK plc. This strategic alliance means all Institute of Consulting members have access to all the benefits that the 100,000 Member Community at the CMI do. The presence, influence and visibility of the Institute of Consulting has also increased, ensuring that membership of the Institute of Consulting becomes a 'need-to-have' rather than a 'nice-to-have'.

We're pleased to be working with the *Inside Careers Guide to Management Consultancy* to demonstrate how rewarding a career this 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. ●



Sandra Pollock CMgr, FCMI, FIC, DipM Strat Bus, DipM is Head of Membership Engagement, Institute of Consulting Manager.



MCA: 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. 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, Lloyds Banking Group, John Lewis, Network Rail and Balfour Beatty. In the public sector, MCA members work with most central government departments, dozens of local authorities 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 2013, 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 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.

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.'

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

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

what can I earn?

SALARIES & BENEFITS

Management consultancy salaries are comparable to 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 over the last 12 months 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 is performing poorly at the moment, more graduates are choosing consultancy as their preferred career. The demand for places far outstrips the

relatively scarce 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 pay a small premium over your current salary if they want to secure you. Experienced consultants find themselves more in demand than in the recent past, although salary increases available to switch firms are still lower in comparison with earlier years.

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: £30,000

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: £60,000

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.

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

Manager: £75,000

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 £90,000.

Principal: £95,000

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.

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.

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

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.blit.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 was voted Best Individual Recruiter in 2014.





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the future of THE CONSULTING INDUSTRY

The consulting industry is continuously adapting 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.

With consulting having outperformed the wider economy in 2013, 2014 also promises to be a good year for the industry – potentially an even better one. Already many consulting firms are recording full order books and strong prospects. With wider economic growth predicted for this year within the range of 2–3%, we expect the healthy position of consulting to continue and even improve, reflecting its current position as an indicator of ongoing economic health and potential. This expectation is plainly shared by our MCA members, as their positive recruitment strategies show.

Digital

As far as anything is predictable in this ever-changing area, the opportunities associated with digital will almost certainly increase. While the bulk of consulting work will continue in non-digital areas, we would anticipate that more firms will move into the digital terrain, directly or indirectly, singly or through alliances.

Digital is changing everything. Previously, a business might have thought itself modern in having a website that permitted online sales. Now, the ability of consumers to buy and use products, read, play, work and create, all on the same digital devices, is creating a fast-moving culture to which all sectors must respond. Businesses need more than an online presence. They need to understand how people want to browse, select, consume and enjoy products and how these new dynamics affect brand image.

The digital challenge will present skills retention and recruitment issues for consulting firms. So will their other needs, not least the necessity to secure highly specialised capabilities, such as sector-specific knowledge and technical knowhow in areas like infrastructure.

Strategy

The prominence of digital has come in part at the expense of other areas of consulting. Since



2010, strategy has been in gradual decline as a share of overall consulting activity. What this tells us is that there has been a shift from strategy to implementation.

As we move into an era of economic growth, there is evidence of a need for consulting support to assess and validate next steps; clients do not want traditional strategic consulting assignments. Businesses do not have time for extended periods of self-examination that provided the foundation for much of the older style of strategy work. They need to move quickly, to respond immediately to change.

What this means for consultants operating in the strategic arena is not necessarily reduced opportunities, but new ones. Building on the capabilities they have built up from assisting firms with implementation, consultants can aid businesses with 'hunch validation', the rapid assessment of options, and expert coaching.

International

Expansion into overseas markets, even among small and medium-sized consultants, commenced in the aftermath of the UK downturn and the reduction of public sector spend. It was obviously in part a defensive measure, with firms seeking new markets to compensate for reduced domestic demand. Yet it is also entirely understandable for more positive reasons.

The UK is regarded as genuinely excellent at consulting, leading the world with major innovations in areas such as financial modelling, public service reform and now digital consulting. It is thus to be expected that UK expertise is sought after beyond these shores. Our members continue to indicate in surveys that the international dimension of their work is something that they accordingly wish to expand.

Opportunities and challenges for the sector

Looking at 2014 and ahead to 2015, the digital challenge will present skills retention and recruitment issues for consulting firms. So

will their other needs, not least the necessity to secure highly specialised capabilities, such as sector-specific knowledge and technical knowhow in areas like infrastructure.

Turning to the public sector, it is currently experiencing a significant shrinkage in expenditure and workforce. However, in some areas, such as health and education, it is expanding in responsibility and organisational complexity. This creates a need for higher productivity which makes the public sector seem, on the face of it, a prime candidate for consulting support. However, public sector consulting will continue to be a political football.

Consultants continually challenge themselves to be relevant to the wider economy but with the demand for consulting continuing to grow along with the UK economy, there are ample opportunities for consultants to show their value.

What does this mean for graduates entering the job market?

Employers are looking for individuals with a range of transferable skills that can work across different areas of consulting.

For new graduates the key message is to be enthusiastic about new opportunities and ways of working and be open to getting new skillsets. Management consultancy is a vibrant industry and benefits from the knowledge and creativity of graduates. As client work becomes more international, firms are beginning to operate on a European and global basis, so there's plenty of scope for travel.

The current economic climate continues to offer up challenges and problems that require expertise and insight to tackle them, and management consultancy is where many of the solutions lie. ●

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.iconsulting.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 £28-30,000.

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.iconc.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
at www.insidecareers.co.uk

Internship Profiles



BCG – Summer Associate **20**

McKinsey & Company – Business Analyst **22**

Summer Associate BCG

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



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 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. ●

Search for internship opportunities at
www.insidecareers.co.uk



Business Analyst

McKinsey & Company

LOCATION	London
UNIVERSITY	Cambridge
DEGREE	Economics & Geography
PLACEMENT TYPE	Summer Internship



AGASTYA

I had never imagined working in strategy consulting. Growing up, I was passionate about wildlife, nature conservation and development economics. I had read some of McKinsey's research in my previous internship in the Indian Ministry of Environment and Forests, so when a friend of mine decided to apply for the McKinsey summer internship I thought I would investigate further.

I read about the interesting work that the Sustainability and Resource Productivity (SRP) practice at McKinsey do and spoke with a friend of mine who is a consultant at McKinsey.

Applying for an internship made a lot of sense for me, because it would give me an opportunity to try out an industry I would not have otherwise applied to for a full-time job.

The length of the two-month internship was perfect: long enough for me to get involved and see if I wanted to do this for a significant period of time, but short enough for me to still have a 45 day summer break!

Initially I assumed that the most exciting part of my summer would be the opportunity to work for large organisations and help them with their biggest problems, but what really defined my internship were the people I worked with.

Before I joined I met up with my formal mentor Martin – a junior partner. His role was to help me understand the firm, evaluate me

over the summer and make sure that I had a valuable and realistic experience.

Martin is a young Norwegian who studied public policy and international development and does most of his work at McKinsey on infrastructure and the extractive industry in Africa. He was passionate about development, and passionate about helping the best parts of business and development mix.

Martin helped and advised me throughout my internship – connecting me with interesting people within the firm who I could meet and speak with, and helping me understand my role.

Despite being incredibly busy, he took me out for coffee several times to chat about my concerns and help me understand areas where I could improve and always replied to my emails almost instantly. The individual attention and emphasis on helping me grow and develop was not at all what I expected, and was a recurring feature within the firm.

Over my eight weeks, I worked for a professional services company, helping them understand whether they should develop a new service line and with a large consumer electronics company, helping it define its sales and marketing strategy in Europe. On both projects I was in a team with just two other consultants. The work was exciting and challenging.

On my first client study I was responsible for building a financial model that would predict



the revenue and profit of a hypothetical division within the professional service firm.

This involved making a lot of assumptions, and contacting experts from within McKinsey and our client organisation to help me make these assumptions. It also involved building my first ever Excel model – with a lot of help from Rob, another consultant on my team.

I frequently participated in team problem solving sessions, where we sat around a white board and structured the work we should be doing, the questions we were trying to answer and discussed our hypotheses and ideas so far. My opinion was given weight within the team, and the hierarchy dissolved during these problem solving sessions, even when a partner was involved.

My second project was similar, except this time I was in charge of understanding the relative attractiveness of different countries – in terms of both macroeconomic indicators and forecasts as well as consumer electric and electronics spends. The real responsibility I was given on both teams, as well as the expectation that I would produce something that would be a part of our recommendations was surprising and exciting.

Of course I would not have been able to produce much without the outstanding support I received at every stage. An

important criterion on which McKinsey consultants – whether junior or senior – are evaluated is how they help others to develop.

Within McKinsey's culture helping other consultants to grow is considered crucial. I was coached, and when I learned slowly, I was coached again.

My opinion was given weight within the team, and the hierarchy dissolved during these problem solving sessions, even when a partner was involved.

The support system in McKinsey reminded me somewhat of my junior school, in the best possible way. I was constantly supported by very intelligent people – with a high IQ and equally a high emotional intelligence.

Constructive feedback and encouragement was a continuous part of my time in McKinsey. The experience, both of the work I did, how much I grew, but mainly of the people I was able to work with, was amazing. I would encourage others to apply – even if they initially believe that their career path may lie elsewhere. ●

Graduate Profiles



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Consultant

Oliver Wyman



NAME	Daniel Abell
LOCATION	London
UNIVERSITY	Cambridge
DEGREE	MSc Natural Sciences

Oliver Wyman is a global consultancy which carries out high impact work. As a graduate, you're probably looking for something where you can learn a lot, be challenged, develop as a person, and have some fun along the way. My experience is that consulting, and Oliver Wyman in particular, plays well to these characteristics.

When deciding where to work, it was really important to find a culture which I could relate to. At Oliver Wyman, the people are incredibly friendly and supportive. I love the fact that we're a very analytical firm and also one which operates as a meritocracy.

Consulting interviews are challenging but they're designed to see how you handle tough problems which don't have an obvious solution.

How did you become involved in consulting and Oliver Wyman in particular?

I was interested in the depth and breadth of experiences which consulting offers and applied for an internship at Oliver Wyman whilst studying at university. At a recruiting event, someone described Oliver Wyman as a firm which did impactful, analytical

work but was also a fun place to work. My internship showed me that not only was this description true but that it was also a true meritocracy, where people are valued for their contributions and stretched to their true potential. The concept of valuing people for their abilities and development was (and still is) hugely important to me and was critical in my decision-making process when considering where to work.

What was the interview process like?

Consulting interviews are pretty challenging but they're designed to see how you handle tough problems which don't have an obvious solution. Take your time and approach the task logically. Also, don't be afraid to work things through with your interviewer – they're there to help not to hinder.

What was your experience starting out at Oliver Wyman?

From Day One (even as an intern), I found myself doing work which directly underpinned Oliver Wyman's recommendations to clients. It was exciting and daunting at first – but also fantastic to see my results being used straight away to drive recommendations and business decisions for the client. Consultants are rapidly given responsibility for critical analysis along with ample support to develop the necessary skills.

Over your first few years at Oliver Wyman you're guaranteed a wide range of opportunities. For me, the breadth of

exposure to different sectors is one of the big advantages of working in consulting. You're typically brought into the very senior level at clients' organisations and have extensive access to solve some really challenging business problems.

What does your typical day look like?

A typical day varies significantly by project and role. On balance, you can expect to handle a broad mix of analytics, client meetings, presentations and project management. The emphasis changes as you spend more time at the firm, with your first few years focused around helping you to build a strong analytical foundation. The work can be quite deadline driven, but this helps you cultivate a healthy approach to time management.

The job is demanding, but highly rewarding. You can expect to travel a lot and work longer than 9–5. Sometimes this is tough, but I think that as long as the work is interesting, you're developing as a person and the hours aren't consistently that punishing, then it's worth it. Our clients are top notch and we have to be that way as well, delivering what they need when they need it.

What's the office culture like?

It's a tremendously fun place to work. My colleagues are incredibly smart, driven and internationally focused, but also have a bewildering array of interests which they bring to work. Just off the top of my head I can think of groups for basketball, cycling, sailing, rugby, football and netball as well as a theatre/musical group!

There's never a dull moment in the office, with a packed calendar of talks, events and social activities. Having said that, there's no pressure to put in face time and participate in activities if you don't so desire. Oliver Wyman wants their staff to be content both professionally and personally so there's always some kind of firm-supported activity to take up.

What else do you get involved in besides your client engagements?

Outside of project work, I participate in volunteering and campus recruiting. However my main focus is to support and expand our employee resource group, GLOW (Gay, Lesbian, Bisexual, Transgender and Allies at Oliver Wyman). In my first year, I had the opportunity to assist in coordinating an offsite which allowed our members to network and strategically plan for the future.

I also lead GLOW's Tools and Training work-stream, which generates resources and training sessions to develop our membership and raise awareness about the importance of diversity within the larger, firm-wide audience. I have found my involvement in GLOW to be a hugely rewarding experience. Not only has it connected me with fun individuals, but it has also provided many additional opportunities for professional development. It's been impactful work *within* the firm which senior leadership takes seriously.

What does the future hold?

In the future, I'm looking to gain exposure to some of the sectors I haven't worked in yet. I'm also very open to the option of spending some time in another office abroad – something which is possible thanks to our worldwide footprint and global staffing approach to career development. Oliver Wyman has no shortage of work so I'm confident I will remain challenged and grow professionally.

What advice would you give to people interested in consulting?

If you're interested on entering the consulting industry, I'd encourage you to spend time to properly understand the type of work being conducted and also the lifestyle that accompanies it. Additionally, make sure to really get to know consultants at different firms for an insight into the different operating cultures. This may seem intangible at first sight, but a firm's culture has a big impact over the long run. ●

Senior Analyst

Integration Consulting



NAME

Quentin Girard

LOCATION

London

UNIVERSITY

Edinburgh

DEGREE

International Business & Emerging Markets

How and why did you join Integration?

Before Integration I lived in six countries, and enjoyed internships across a diverse array of industries. When the time came to choose a career I knew that I wanted one that could provide me with the same kind of stimulating diversity! With this in mind I set my sights on consulting, and Integration stood out among the many consulting companies for three main reasons:

1. Being divided into functional practices and not industry verticals, Integration offered the possibility of getting involved in projects in different kinds of industries.
2. The London office acting as the hub for Europe meant that I would be able to travel across the continent to serve clients.
3. Being a growing operation in Europe, backed by a successful company from another continent, Integration offered me the right balance of learning, entrepreneurship, and the opportunity to build and be part of an exciting organisation.

Finally, as I passed through the interview process, I came into very close contact with individuals from across Integration's business and I began to realise that, from partners to analysts, Integration's biggest differential is its people. The company was founded on a very strong set of values, including honesty and respect, and these really shone through in all of the interactions I had during the interview process. It even continued after I received

my offer: I was put in contact with an analyst who answered all of my questions about Integration, clearing any doubts I had about where I wanted to start my career.

What does a typical day look like?

My first year at Integration has certainly delivered the diversity I was looking for. So far I have been involved in nine projects, for eight clients, across six industries, and in five different countries!

I wanted to start as a generalist and have a very broad experience to give me a solid platform for my career. In addition to the various industries and countries I have come to learn about, I have also been able to experience projects across all four of Integration's practice areas: Finance & Management, Marketing & Sales, Supply Chain, and Implementation. This has given me great insight into the direction in which I want to steer my career (and also helped me develop a wide variety of skills!).

As an analyst at Integration you have to roll up your sleeves and get stuck into all kinds of challenges! My projects have provided me with a wide range of new experiences. For example, I enjoyed riding around on delivery trucks with a sales force, selling and delivering pharmaceuticals to understand the practical realities the organisation faces in the field. On another occasion, I presented complex and sophisticated quantitative analysis to the C-suite of a major food manufacturer, which ultimately



changed the way the company thinks about their products and customers in Europe.

The great thing about Integration in Europe is that we all have the opportunity to get involved with shaping the future of the company: we all get to put our stamp on the organisation! Although I have only been with the company for a year, I have already been able to lead a number of internal projects, from market entry strategies to new approaches to recruiting graduates in our current markets. The opportunity to tackle problems that directly impact something I am passionate about inside my own company is an experience that I think sets Integration apart from other consulting firms.

What kind of support did you receive?

The trust placed in new analysts does not mean that I was left alone on any project. I began with a two-week induction process with the other new analysts at Integration's headquarters in São Paulo, which focused on us gaining some key consulting skills (such as presentation skills, financial skills and Excel skills), and familiarising ourselves with Integration's internal practices and approach to projects. This induction was carried out through presentations and seminars, workshops, and project visits to understand what day-to-day work looks like. We also got to meet all the managing partners individually.

Like all analysts, I joined my first project immediately following the induction process. And like all analysts, I received daily support and coaching from my consultant mentor for the first six months, and I still continue to be partnered with more experienced consultants in projects to guarantee that I keep learning at a high pace. Outside of projects, I have been through Integration's graduate training programme, which taught me all of the skills I need to be successful in my projects, and in my career.

What are the highlights of your job so far?

Integration has a very entrepreneurial philosophy. On a practical level what this

means is that each person is expected to have their own ideas; to contribute these ideas to help the team find solutions that work; and to drive their work stream forward using their own intelligence and personality. It's a very different approach to some consulting firms where analysts are focused on executing the tasks assigned to them by a manager or partner – it lets everyone make their own impact on each client.

This entrepreneurial mind-set is the same one that allows me to get involved in internal initiatives. It means that if I see an opportunity for Integration to improve the way we do something, I can literally pick that project up and drive it forwards to be responsible for delivering an impact inside our own business. The fact that I get to make my own mark on clients and inside our own company has been the highlight of Integration for me so far!

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

1. Define what you want to do – management consulting is a vast world! There are many companies in the market, with different geographic reach, industry focus, project specialty, and approach. Similarly, understand what your objective with consulting is, whether it is to make a career or to learn before making a career shift, make sure you match your ambition to the company's culture!
2. Talk to people – once you know what you want from consulting and have shortlisted the companies you are interested in, make the most of the career fairs and events! These are the best opportunities to meet people and grasp a true feeling of what each company is.
3. Be prepared! – Consulting interviews have a very similar structure. Surf the internet to find the most common interview questions and learn how to approach case studies. Some companies run 'crack the case' sessions on-campus, which I found to be very useful. ●

Graduate Consultant, Transaction Advisory

AECOM



NAME

Sheilagh McGloin

LOCATION

London

UNIVERSITY

Galway

DEGREE

Project & Construction Management

Having worked for AECOM in New York as an Intern within the Energy Business, I have recently joined the London Consulting team. My role involves advising Banks, Infrastructure Funds and Private Equity firms about transactions in the infrastructure sector.

My work is really varied; I can find myself doing analysis, visiting sites or making client presentations. This variety is fantastic and motivating, as is the team I work in. I have really enjoyed getting to know my colleagues and have made some good friends in the business already.

Why did you choose consultancy?

When I decided to move to London, being part of a company that offers so many services meant I had the opportunity to explore the areas I was interested in, while still remaining with AECOM. Consultancy was always a career path I wanted to pursue; to me, it's a valuable way of sharing your skills and knowledge with a client to help them achieve the best result.

My work has principally been related to public-private partnerships (PPP)/private finance initiative (PFI) projects. This means I can use my technical background on our construction monitoring projects and also see the value of a building after it's been built through our operational monitoring, all while being heavily involved in the financial aspects of a project. It also allows me to be involved in infrastructure, which is a growing sector. Development in this area is also a good way to bring the world

out of recession. The fact that I also have the opportunity to work around the world in developing markets is a real bonus, and something I find appealing in a job!

How did you get your job with AECOM?

When I graduated from university in Ireland, I moved to New York with a goal of securing a job in my field of study. I was keen to join AECOM since, being a recent graduate, I thought being part of a leading firm that works on notable projects would be a great way to start my career. I applied for an intern position and, following several interviews, I began working within the Energy Business.

My team provided Owner's Engineer services to a \$2.2 billion transmission project in which clean energy will be brought from Canada to power New York City (333 miles to be exact!) through cables buried underwater and underground.

When my graduate internship in New York was coming to an end, I decided to move to London with a focus on getting a graduate position within AECOM's Program, Cost, Consultancy business in London. While in New York, I began my research on consultancy; I was interested in the many forms of consultancy and the various opportunities, and felt remaining with AECOM could provide the career path I was looking for.

Following some networking within the company, I was approached by a Director

within the Consulting team in the London office about a graduate position. I enjoyed talking with him regarding our services and what the team offers both to clients and in terms of career progression. His personal approach played a big part in me wanting to be a part of the team. Soon after, I began the hiring process, signed on the dotted lines and joined the team. I have been impressed with how friendly and supportive everyone is – it makes a big difference to making your workplace more enjoyable.

What are your main duties in the team?

Transaction Advisory helps to ensure clients are making strategic decisions on spending, investing, lending or transacting in the infrastructure space. We mainly work on government projects which are funded by PPP or PFI and can include services from a primary position; from construction through to operations and secondary acquisition, where a client is looking to invest in an operational asset.

My responsibilities within the team are not based on what level I am at, but rather what I can contribute.

As an example, I am currently working on a project under construction in the healthcare sector. I attend site meetings on behalf of our client and report on the progress and building costs and any outstanding issues. I also issue payment certificates to the lenders that have been requested by the building contractor. I am also heavily involved in a street lighting project which involves replacing street lights across five UK cities with a construction

period of five years. Similarly we analyse the contractor's progress, deductions, and independent certifier's reports to provide monthly reports to the lenders on key issues in each project.

Another aspect of my duties is operational monitoring where a project is in operation and requires a conditional survey. This can be at various time periods, depending on the project. I work with the team carrying out reviews on payment mechanisms, lifecycle, deduction, performance of the building and surveying the condition of the building on behalf of the lender.

Our secondary acquisition clients may seek to invest in an asset or a portfolio of assets. I work with the team to undertake a review of the financial models, project agreements, facility management services, and advise the client on contract issues, performance and the risks of the assets.

What would you like to achieve in the future?

I think consultancy offers a fast career progression. My responsibilities within the team are not based on what level I am at, but rather what I can contribute, and my team are ready to provide me with the next level of responsibility as soon as I'm ready.

Being a Graduate Consultant with AECOM means I am automatically enrolled in the Graduate Development Programme (GDP). This programme provides a clear path in learning and development opportunities, including gaining a professional qualification. Right now I am focusing on working towards a professional qualification and using the GDP to help me progress in my career.

In the future I would love to travel with work. I think I have joined the infrastructure sector at a point where my understanding of the UK industry will soon become valuable, as the market grows globally. ●

Consulting Associate

PwC



NAME	Laura
LOCATION	London
UNIVERSITY	St Andrews
DEGREE	English and Theology

From performing as Prince Charming to developing a new digital methodology, being a Consultant at PwC has given me a truly diverse experience.

The graduate programme at PwC is one of the most thorough and diverse graduate training programmes in the country. We started with six weeks of intensive training, taught by Managers from our own business, which was a great opportunity to learn key skills, understand our business, and form friendships with colleagues that will last far beyond our graduate programme. After training, we began rotating through different parts of the business and gaining experience in a number of sectors, competencies and projects. I've worked with Sustainability and Climate Change, Technology, Finance, Operations and Customer & Digital.

PwC is more than just our clients; it's also about our communities and our people. I've thoroughly enjoyed getting involved in sporting events, such as the London Triathlon – over 200 teams from PwC will compete. The opportunity to mentor two summer interns, Emma and Katie, was brilliant and I'm so excited that they'll be joining us after finishing their final year at university.

Without doubt, performing as Prince Charming in Cinderella was phenomenal. PwC's Pantomime is a unique charitable theatrical production that aims to bring joy to children everywhere, particularly to children

from inner-city schools and charities. The production, which started out 28 years ago as a small show in a staff canteen, is now a full-scale theatrical production that runs for eight shows in London's West End and this year, toured to Edinburgh for an additional four shows. Impressively, over 6,000 young people and their teachers are given the opportunity to see the show free of charge.

Becoming a Management Consultant is about bringing your personal strengths to your day job and using those to help clients.

The show was a sure-fired crowd pleaser. Every aspect of the show is contributed to by PwC staff and Partners: band, backstage, wardrobe, makeup, technology, production, choreography and direction. It makes for a particularly impressive spectacle to see!

What was the application process like?

I applied to PwC through the summer internship programme, where you participate in the full application process during your penultimate year at university and join for six weeks during the summer. This was a great route into PwC as I had the opportunity to

really experience what consulting was like first-hand. The best advice for this process is to start early as spaces fill up really quickly.

Be strategic about where you apply, try to gain the best idea of the companies you're considering. I did this by attending university events, and taking opportunities to meet people. Remember – building relationships adds real value.

Applications are a hurdle, but they need to be done. The best way to approach these is to be concise, clear and straightforward with your answers. Keep CV's streamlined and gain advice from your careers service. Friends, tutors and staff will be able to give you advice and guidance to approach any application. Practice your interview questions and prepare. You have control over 90% of the process (application responses, CV, and preparation), so don't leave it all until the last day. Following applications, be sure to catch up with people who have helped you along the way – not just the person who was at your final interview.

Do you have any advice for anyone wanting to work in consulting?

Find your passion. The greatest thing about this industry is its flexibility. At its heart, we help businesses solve their most challenging problems and capitalise on opportunities. It's the job that almost allows you to do anything. Because we work the hours our clients work, it's vital to be wholeheartedly committed to your work – and the flexibility of PwC's graduate programme allows you to seek out experiences that matter to you.

During my time, I've become incredibly interested in entrepreneurship and what this means for PwC. This passion has seen me research and understand the alternative-finance market (a big stretch for an English and Theology graduate), develop a PwC methodology for approaching digital projects, and contribute to the wider digital agenda

at PwC. In addition, developing a deeper understanding of entrepreneurship has given me a fresh perspective on all of my client work. I've recognised opportunities to improve projects, understood the importance of cashflows, finances and accounting and gained a deeper understanding of the value that PwC brings to businesses.

Becoming a Management Consultant is about bringing your personal strengths to your day job and using those to help clients.

What would you like to achieve in the future?

A career in Management Consulting is a great way to start your career, and gives an incredible depth and breadth of opportunity that very few other paths can offer you so early on. In a year, I've had the pleasure of working across sectors, clients and departments I would have never imagined I'd be working on, and have been surprised by how much I've enjoyed some of them.

With any graduate programme, job, internship or apprenticeship, it's important to gain skills that will take you beyond the job description and into something you love. I've sought out the parts of my job that I love, played to my strengths and also used this time to identify where I could develop further, and make the most of the opportunities to put myself into situations to really stretch myself. In doing so, I've grown more in a year than I could have thought possible. Part of that is to do with the programme at PwC, some of that is a result of the incredible mentoring I've received within our business, and much of it is to do with the attitude and approach of our business, my colleagues, our clients and myself.

The road has not always been easy – there have been times where I've felt out of my depth. However, through everything there have always been people alongside me and I've really valued the support network that's been provided to me. ●



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Management Consultant

EY

Alex is a Manager in EY's Performance Improvement Advisory practice with over eight years' experience managing and helping business and government deliver complex change programmes.

ALEX COLLINS



2013

Transferred to United Arab Emirates for a two-year stint with the Dubai Office of EY

2012

Joined EY Accelerated Leadership Programme

2011

Social Business Trust – Secondment to work for the Inspiring Futures Foundation

2008

Joined EY Consulting graduate programme

2005

Industrial Placement for a year with IBM UK as part of degree programme

Why did you choose a career in the industry?

I wanted to help businesses solve problems and have lots of variety doing it: different problems, different clients, different sectors, different countries! I thought that consulting would offer me the best and quickest route to understanding how the best businesses are run.

What is a typical day like for you?

A typical day is hard to define in consulting, which for me is one of the best things about my job.

Days normally include a balance between meeting with clients, discussing the progress we're making on the project, listening to their demands and ensuring they are happy with our progress, approach and future direction.

Then there is managing the project delivery, the actual work we're doing for each client and ensuring it meets our quality benchmark. Managing my team both in person and remotely, I'll often have a number of conference calls throughout the day to catch up on progress with different team members, ensuring we're all aligned in our goals.

What do you enjoy most about your job?

The people – I work with great people, which is the best and most important part about this job. I have a really diverse group who bring different ideas and approaches to solving problems. The people are central to making the work even more enjoyable.

The type of work we do – I've worked on some of the country's most challenging problems, and helped the government to solve them. In an often challenging and high pressured environment, there is a real buzz when we successfully solve our clients' problems.

The variety – No two days are the same in this job. I do a wide range of activities each week and one of the biggest challenges is balancing them. But there aren't many jobs that allow you to get such a great insight into so many areas of a business, and develop practical experience across multiple different projects and clients.



What would you like to accomplish in your consulting career?

I'd like to continue in consulting but broaden my experience around the world, taking the knowledge I've gained so far and implementing this into new emerging markets. My ultimate goal is to become a Partner within EY and grow my own area of our business.

Not only should you be aware of the top business and political issues, but you should also have informed opinions on them.

What are the current challenges the industry faces?

When the recession hit, some companies reduced or stopped their spending on consultants. However, consultants can be

one of the best investment decisions you can make during tough times, and we're now seeing many of our clients achieving success thanks to our support and guidance through the difficult times.

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

My first piece of advice is do your research – find out about the different types of consulting firms. Lots of companies class themselves as consulting, but the label can be applied to a diverse set of services. Make sure you go into your job search understanding exactly what the companies you're looking at do.

Next would be to meet people from the companies that interest you. There will be a lot of differences across company cultures, so get out there and find one that fits you.

Finally, keep up-to-date! Companies want people that know what's going on in the world. Not only should you be aware of the top business and political issues, but you should also have informed opinions on them. ●

Read more consultancy profiles online at
www.insidecareers.co.uk

Operations Manager

BAE Systems Applied Intelligence

David was pleased to find that some of the enjoyable elements of his academic career persisted in his consultancy role, and at a satisfyingly sped up pace. He discusses the types of projects he gets to work on for BAE System’s government clients.

DAVID CORCK-ADELMAN



2012

Operations Manager for all government projects with BAE Systems Applied Intelligence

2011

Completed his PhD in Cognitive Psychology at University of Southampton

2007

Undergraduate Tutor at University of Southampton, teaching research methods and statistics to first year Psychology students

Why did you choose a career in the industry?
I studied for a PhD in Visual Cognition and intended to pursue an academic career. I loved the research element and the opportunity to teach undergraduates and share my knowledge, but grew somewhat frustrated by the slow pace of the work – publication of research articles in academic journals often takes 6–9 months.

I wanted to work in a role where I could combine my people skills and ability to share knowledge in a role that was at the forefront of industry and where I could see the outcome of my actions more quickly – I certainly found that at BAE Systems Applied Intelligence!

What is a typical day like for you?
I get in at around 8am and usually start by checking my emails and looking ahead to see which meetings are in the diary for that day and the rest of the week. Each day I work closely with our Project Managers, Service Delivery Managers and Delivery Director to ensure our projects are delivered on time, at cost and to the agreed level of quality.

I manage project finances by eliciting forecasts from Project Managers, combining this with spend to date and then analyse what that means for our profit margins. It’s not unusual for me to speak to clients and subcontractors to enquire about invoice payment dates.

I often deliver training to colleagues on best practice and our tools and templates, and was asked to be a ‘superuser’ for our new finance system. Each month I am responsible for generating a portfolio view of the finances for all projects in my area of the business, and then briefing our Delivery Director on any changes from the previous month, as well as highlighting any projects that have financial issues worth exploring.

I also manage project risks and work closely with our technical staff to understand these risks, then work with Project Managers to agree how to manage the risks, and work out what sort of mitigating activities we might want to enact to control the risks. In other words, very varied!

What do you enjoy most about your job?

I enjoy the range of people and range of tasks that I encounter each day. My colleagues are interesting, intelligent and friendly which makes coming to work an enjoyable experience. I have the freedom to manage my own time and tackle the stimulating range of tasks in the best way I see fit.

Focus on what you need to make a positive impact at interview and in your first few months.

What are the current challenges the industry faces?

The ongoing cyber threat from both individuals and more organised groups is a

constant challenge to our company, albeit one that excites us and motivates us to come up with innovative and effective solutions.

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

Ensure you have a range of real-world skills you can offer employees, and are able to articulate them. Don't worry about the specifics for now – you will learn those in your role. Focus on what you need to make a positive impact at interview and in your first few months.

Ask yourself: can I analyse data, understand trends in the data and be able to articulate those trends to others in a clear and succinct way? Can I write in a professional and formal manner? Can I stand up in front of people and explain difficult concepts in a clear and logical way? These are some of the building blocks that employers value, and they show that you can learn the job-specific skills as and when needed. ●

Associate Principal

Marakon

Alex initially studied Biochemistry at Oxford but later realised that he wanted to work in a business environment. By working for Marakon he has gained a wealth of experience across a number of different sectors.

ALEX FORMSTONE



2012

Promoted to Associate Principal; projects included developing the growth strategy for a global weight management brand

2009

Promoted to Senior Associate; projects included coordinating business development activity, client pipeline and forecast

2008

Promoted to Consulting Associate; projects included a transition strategy for a European chemical firm

2007

Joined Marakon as an Associate – Part of a team supporting the CEO of a global insurer on their strategy priorities

2007

Gained a PhD in Molecular Microbiology

It's fair to say I didn't have a long-term plan to get into strategy consulting, however after a couple of good discussions at a careers fair I applied, accepted a job at Marakon, and after five years I'm still being challenged and learning every day. Before joining Marakon I spent almost eight years in Oxford, initially doing a masters in Biochemistry and then staying on to do a PhD in Molecular Microbiology. With a keen interest but no direct business experience, I was looking for a fast way to gain experience of how companies make the big decisions. Working at Marakon has helped me do just that.

Why did you choose a career in the industry?

After three years working towards my PhD I came to realise that there were three things I was looking for in a career:

- Opportunities to work on challenging problems where there is no obvious answer.
- Work as part of a team.
- Research solutions and ideas that will have an immediate impact.

While I felt academia could satisfy many of the above, I was becoming more and more interested in how to turn a commercial idea into reality and alternative career paths related to this idea. After talking to peers who were working in strategy consulting, I felt that it would be a very fast way to understand how businesses make the decisions that shape what they will do in the future, i.e. where they participate (customers, product markets, geographies) and how they compete (offer, pricing, operating configuration).

What is a typical day like for you?

As an Associate Principal my role now involves five elements:

1. Client – ensuring we engage the right people and building alignment on the answer.
2. Content – what we need to develop to engage the client.
3. Project process – when we will engage the client as an internal team.
4. Our team – ensuring everyone has a clear role and providing guidance.
5. Partner – keeping them up to speed and getting their input on the big decisions and implications of the work.



The biggest factors in what my day looks like are who the client is, how close we are to the next big meeting and where they are located. We typically spend three days a week at the client site and Monday and Friday in the London office. I've spent about 60% of my time in London, 30% in Europe and 10% in the USA. At the moment my client is based in San Diego so I will typically travel out for the weeks when we have a series of meetings with the executive team.

As a meritocracy, progression occurs at your own pace and, with regular reviews, this can be very rapid.

To use today as an example:

08.00: Team call to align on how we would run today's meeting with the executive team.

09.00-12.00: Travelled to the client site and discussed the materials we are creating for the next meeting.

12.00-13.00: Grabbed lunch and made notes on what I was presenting.

13.30-16.00: Meeting with the executive team.

16.30-17.30: Debrief on the meeting with the team.

17.30-19.00: Back to the hotel and working on documents for the remaining meetings this week.

19.00-20.30: Hotel gym then dinner.

20.30-22.30: Finalise what I need for tomorrow's discussion.

Outside of my client work I also head up recruiting for London. For me it's something I enjoy doing as we are small firm so everyone we hire is a really important addition to the office culture.

What do you enjoy most about your current job?

I really enjoy the variety of work that we do and the fact that we are typically working with the CEO and their executive team on the biggest strategic questions facing their business today. I also enjoy the tailored approach to development that Marakon has together with our open culture of feedback. As a meritocracy, progression occurs at your own pace and, with regular reviews, this can be very rapid.

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

I think there are a number of things that are important:

- Talk to people who work in the industry today and particularly those in the companies that you are most interested in applying to.
- Tailor your cover letter to the company you're applying to and make sure your CV is well structured and easy to understand.
- Practise interviewing with friends. There are generally two types of interviews, ones based on the CV and ones based on business cases. ●



Finding the Right Job



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routes into

CONSULTANCY

Don't expect to just walk into a consultancy job. Competition is fierce among both the top graduate prospects and the leading employers who want to recruit them. Anwar Taali tells us how to transfer into consultancy from university, upon completion of an MBA or after gaining experience in industry.

Basic requirements

A strong academic background, to degree level with a minimum of a 2:1 or equivalent, is a standard prerequisite, as are good interpersonal skills. Beyond this there are certain professional benchmarks which will also dictate the route of entry.

Joining management consultancy

The largest practices (e.g. strategy houses and the Big Four) recruit hundreds of graduates on to their training schemes in the UK. The strategy houses, for example, will take the highest fliers of their year – typically candidates who have achieved a good 2:1 or first class degree from one of the most prestigious universities – and usually with a strong numerical grounding to their academic background.

It is possible, in principle, to move into consultancy at various stages in a career.

Bright, high-achievers will be recruited into the most junior consultancy grade, generally described as 'analyst' and, as the title suggests, carrying a remit that concentrates on the research and analysis of technical information to support more senior consultants in the provision of their services. On some schemes this is done through a rotation system allowing

graduates to experience a range of practices and work areas.

At certain consultancies, notably the strategy houses and the strategy departments of mainstream consultancies, junior entrants will need to complete an MBA (sponsored by their employer) in preparation for promotion to the more senior client facing roles. This is offered after 2–4 years. However, it is certainly the case that many of these graduate recruits do not survive the early years to enjoy this reward – the work is demanding and there is little opportunity at that stage for direct client contact.

Specialising in management consultancy later

At the mid-senior level consultancy is typically the 'second step' in a fast-track career. The reason for this is one of commercial credibility. That is to say, in order to be marketable as a business adviser an individual's background must show direct, first-hand experience of commercial issues. Additionally, the often sensitive or 'political' nature of a consultancy assignment requires a certain maturity.

Many consultants enter the profession later, typically after having armed themselves with a broad background of commercial experience and often a professional qualification (for example ACA, ACMA, IPD). Most often this is achieved as a result of completing a graduate training programme with a blue-chip employer. Described as being at the 'experienced hire' entry level, it is likely that such candidates will have acquired, to a greater or lesser extent, skills and expertise in one or more industry and/or functional area.



For example, skills in strategic planning and analysis, business process re-engineering (BPR), organisational change, financial or IT systems and marketing are valuable, and exposure to any of the key consultancy markets, such as financial services, fast moving consumer goods (FMCG), technology, telecoms or public sector, is also attractive to potential employers.



Previous consultancy experience is not a prerequisite at this more advanced level, but only one or two practices will take candidates who have no relevant commercial experience – and where this does happen, the successful applicants will be of the highest academic calibre.

Further study – MBAs

A subsection of this level of entry is the MBA graduate route. The MBA is certainly recognised as a useful springboard into consultancy for someone seeking to transfer from a specialist line background into a more broadly focused business role. Potential employers recognise that an MBA qualified candidate is usually highly committed to advancing their career; however, in what is an extremely competitive recruitment market, an MBA does not automatically guarantee entry into consultancy.

Job opportunities available

Consultancy firms are hiring aggressively and their recruitment teams are usually very visible on campus. To enhance your chances of being offered a job, it's worth exploring the summer internship or 'taster' placements offered by the larger consultancies. Being able to demonstrate your transferable skills and understanding of business is also very helpful. And if you're not successful in joining as a graduate entrant, don't despair. Do something else for a few years, then try again.

In summary, it is possible, in principle, to move into consultancy at various stages in a career. However, it is also true to say that the profession is very dynamic, and is constantly changing in response to economic climates and market forces. As a consultant you must be someone who relishes this volatility and the challenges it poses. ●

Anwar Taali works at Beament Leslie Thomas (BLT) www.bltd.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. Anwar himself handles entry-level appointments.

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



LAURA YSABEL FINNIGAN

DELOITTE

**ORGANISATIONAL TRANSFORMATION AND
TALENT MANAGEMENT CONSULTANT**

GENERALIST

I graduated with a BSc International Management and Spanish after having studied at the University of Birmingham and spending a year abroad at ICADE business school in Madrid. My generalist degree gave me good insight into many elements of business (economics, marketing, strategy etc.) from a global perspective, and from this, I developed a strong interest in how businesses operate globally and especially how they tackle people-related challenges.

The Deloitte management consulting graduate programme appealed to me as it offered the prospect of helping to solve human capital challenges for global brands. Since joining Deloitte I have worked across various industry sectors, particularly Financial Services and Consumer Business. Every day is different; whether it is the task at hand, the people you work with or the location! This has given me exposure to many different working environments and complex client challenges – I have definitely learnt a great deal. Not only do you get great client experience, but there is also ample opportunity to work on internal projects that you are passionate about. For me, the best aspects of working for Deloitte are the dynamic culture, working in global teams and being at the forefront of industry solutions.





ALEX NECHOROSKOVAS
EY
MANAGEMENT CONSULTANT

FINANCIAL

Having graduated with a degree in Economics and Finance from the University of Exeter, I decided to join the consulting arm of EY, specialising in Financial Services. Looking back at this, I am very glad to have chosen to specialise so early in my career. This provides me with not just the breadth of skills that are necessary for any consultant, but also depth in a specific sector/industry.

As a consultant in Financial Services, you work with three main types of clients: Banking and Capital Markets (Retail, Commercial, Investment Banking etc.), Wealth and Asset Management, and Insurance. While we do similar work to generalist consultants, such as process optimisation, cost reduction, business transformation etc., we also learn the intricacies of this very complex and highly regulated – but infinitely exciting – industry. By specialising in Financial Services, we are able to work on very high exposure projects, which very frequently make the newspaper headlines. Knowing you have contributed to something so significant is truly astonishing.

Finally, as a specialist Finance Consultant, I benefit from very tailored training which enables me to develop my skills quicker and access high-responsibility roles earlier.

find solutions to problems for which there is no generic solution. They are innovators in a 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, the reorganisation of a company's structure, rationalisation of services and products and a general business appraisal of the company.

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.

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

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.

Financial and investment consultancies

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



HOWARD REES
CSC
BUSINESS CONSULTANT

IT

I graduated with a degree in Physics with Mathematics from the University of Southampton and wanted a career where I could put the skills I learnt to good use. I am passionate about technology so I began looking at consultancies that focused in this area.

I joined CSC, one of the world's leading consulting and IT services firms, which was a great fit for me as they had good relationships with many technology-oriented clients. I have been with the company nine months and in that time have been involved in a range of work, mainly focusing on IT projects and programmes within the financial services sector. I've also had the chance to get involved with a lot of other things at the same time, including the Young MCA and working to improve our own graduate programme.

The best part about consultancy is that it combines choice and variety; I can work on more assignments in areas that interest me, and most of them vary on a day-to-day basis.

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 one of the global firms 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.

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

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 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. ●



CLAIRE STIDSTON
PPL
ANALYST CONSULTANT

NICHE

Having graduated with a BSc in Psychology from the University of Manchester, and with past experience working on quality improvement and efficiency programmes in healthcare, I wanted a role that would give me the opportunity to build upon my experience in healthcare, whilst allowing me to pursue my interest in human behaviour.

PPL is an independent consultancy specialising in public sector transformation with a key focus on health and social care. The PPL ethos is to work with the client, not alongside them. The firm has provided me with the opportunity to make my mark early on, directly supporting clients and key stakeholders to ensure that the work we do has a real impact, promoting health, wellbeing and economic success across the UK.

I've worked on a variety of projects whilst being at PPL, ranging from co-producing a future workforce to help individuals to stay safe and healthy within their own homes, to developing a country-wide toolkit helping to bring health and social care services together, and make integrated care a reality. My most recent focus has been on primary care, facilitating the co-design of a simulation model that allows new 'virtual' configurations of GP network access to be explored and tested safely.

the consultancy

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, Hyman 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.

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

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 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 proof read 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 in 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

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

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.

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.

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

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.

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. ●

what to expect:

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.

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

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.

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 practise tests for you to take.

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.

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.

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.

Individual 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!

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www.insidecareers.co.uk

consultancy

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.

how to secure

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. Business acumen is becoming more of a prerequisite for graduate programmes – a degree is no longer enough.

Work experience – different types?

Consultancy work experience can take a variety of forms covering different types of work and it can be paid or unpaid. It can be part of a degree course, for example a sandwich course with an industrial placement where the university will specify the required duration; normally between 24 and 48 weeks. Work experience can also take the form of a summer internship, work shadowing, part-time work, voluntary work or a gap year.

Benefits to students

Work experience provides a great opportunity to gain experience in a consultancy working environment as well as looking good on your CV. It can really help to make an informed decision on various areas of consultancy that are open to you. It will provide an opportunity to explore your options first-hand and gain insight into a specific organisation and how they work.

The time you invest in the application and assessment process will bring you large rewards.

These opportunities also help to develop an awareness of professional codes of behaviour and the world of work, and allow you to build a network of contacts that you may be able to leverage at different stages of your career. These contacts may also be useful when

applying for graduate roles or simply seeking career advice.

Work experience also demonstrates a proven interest and commitment to that particular career. It will make you a more 'rounded' candidate, building both your technical/academic skills and softer skills. Most work experience roles will have a recruitment process which will provide great practice for those all-important graduate application forms and interviews.

As well as gaining valuable commercial insight into consultancy, you will also have developed broader skills such as time management, analytical and presentation skills. All of which will be put to good use in your final year. Most importantly, if you show the right enthusiasm, determination and ability in the job, you could end up being offered a permanent graduate position at the end of your placement.

Benefits to employers

Work experience provides benefits to both students and employers. As well as helping with your development as a student, there are a number of business benefits for the company. They can influence the quality of future employees, reduce recruitment costs by building direct links with universities, raise the branding/profile of the company and create a positive image amongst students and, of course, a monetary benefit of having additional resources at a lower cost than full-time, permanent employees.

When to start looking

It is never too early to start thinking about work experience. The earlier you start planning



your work experience and thinking about your options, the better.

A number of the larger work placement schemes in consultancy will however target penultimate year students. If you find this is the case, you should still use your vacation time productively and build up a range of experience and skills that will make you more employable in your final year at university.

Top tips

There are various resources you can use to find consultancy firms offering work experience. You can flip to the back of this guide to see which employers host work experience programmes, or visit the Inside Careers website for more up-to-the-minute opportunities. You could also try your university careers service. Most will have a placement officer who will be sent vacancy information directly from employers. If your university does not have a placement officer, your careers adviser will be able to provide you with some guidance on which companies to apply to and how to contact them.

Alternatively, you can be proactive – do your own research and apply directly to companies, most will have an online application form. But you shouldn't constrain yourself to formalised work experience programmes; speculative applications are also often successful. If you know someone who works in the consulting industry, contact them to see whether you can get some informal work experience. Finally, put time in to your application. Competition for work experience roles can be tough. The time you invest in the application and assessment process will bring you large rewards. ●

This article was written by the Graduate Recruitment Manager at PA Consulting Group.



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and insight days online at
www.insidecareers.co.uk

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.

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 www.icconsulting.org.uk or alternatively, call on 01536 207 307. ●

Contact details

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

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.

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

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

The **Level 5 Qualification in Business Support** is also an introductory unit to business support that gives the learner a full understanding of the importance of communication and relationship building, understanding the business support process and the importance of how to conduct and develop oneself as a business support adviser.

Within the Diploma, IC have introduced units from CMI Management 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 for 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 about both qualifications and to download syllabuses, see the Institute of Consulting website at:

www.icconsulting.org.uk/qualifications ●

about

THE MCA



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

About the MCA

The MCA is the leading trade body for the UK's management consulting industry and comprises most of the country's top firms. It promotes high standards in the industry and 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 2014 is one of continued consolidation and growth. Despite uncertain economic conditions, fee income has increased by 8% from 2012 to 2013.

Financial services continues to contribute the largest share of private sector fee income and has grown alongside retail and construction.

But the biggest story to emerge in management consulting is the growth in digital consulting. According to MCA data this now accounts for 25% of all consulting revenues. Digital is changing everything.

Despite being a small percentage of overall consulting spend, marketing and corporate communications has grown substantially. The MCA is witnessing among its membership a growth of marketing propositions, brand consulting, and even specialist firms. As with digital, any further growth of this service line will change the recruitment patterns for consulting.



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.

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

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 2014 winning entries are available on the MCA website.

Uniting the industry

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

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

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

For more information

The MCA's Consulting Update e-newsletter 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 ●

about the **YOUNG MCA**

**YOUNG
MCA**
A POSITIVE FORCE
FOR THE ECONOMY

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 2013/14 included:

- What makes a successful Management Consultant?
- Grown-ups don't use PowerPoint
- A Digital Age – featuring a panel of digital experts from Adobe, BBC, Deloitte and Google
- Learn the Skills of Persuasion – with one of the country's most popular magicians
- Young Women in Consulting Q&A session – with some of the industry's top female consultants.

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 'consulting careers' 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. The Young MCA recently produced a report on the views and experience of recent consulting

recruits 'Who Wants To Be A Management Consultant?'.

The report aimed to answer the following questions:

- What qualifications do young consultants require to enter the industry?
- How do young consultants perceive management consultancy before entering the industry?
- How have perceptions changed as a result of working as a management consultant?
- What future ambitions do young consultants hold for their own careers?

Download 'Who Wants To Be A Management Consultant?' for free at www.mca.org.uk

You will find more information about the Young MCA at 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.

Employer Directory



<u>A.T. Kearney</u>	<u>72</u>	<u>L.E.K. Consulting</u>	<u>80</u>
<u>Bain & Company</u>	<u>73</u>	<u>Marakon</u>	<u>81</u>
<u>BCG</u>	<u>74</u>	<u>McKinsey & Company</u>	<u>82</u>
<u>CHP Consulting</u>	<u>75</u>	<u>NERA Economic Consulting</u>	<u>83</u>
<u>Credo</u>	<u>76</u>	<u>Oliver Wyman</u>	<u>84</u>
<u>FTI Consulting</u>	<u>77</u>	<u>PA Consulting Group</u>	<u>85</u>
<u>Hymans Robertson</u>	<u>78</u>	<u>PwC</u>	<u>86</u>
<u>KPMG</u>	<u>79</u>	<u>Strategy&</u>	<u>88</u>

AT Kearney

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
3,000

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

Graduate application deadline
November 2014

HOW TO APPLY

Application method
CV & covering letter online
Early application 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
50 offices in 32 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

Graduate application deadline
See website

HOW TO APPLY

Application method
Application form, covering letter and CV online

Contact information
GraduateRecruiting.London@Bain.com



The Boston Consulting Group (BCG) is a global management consulting firm with more than 80 offices in 45 countries. BCG pioneers ideas that drive sustained competitive advantage and transform clients, industries, and society.

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

Building impact

In an increasingly complex world, BCG goes deep to unlock insight and have the courage to act.

BCG is partner and trusted advisor to the world's most influential businesses, governments, and non-profits. The company helps them respond to today's incredible pace of change to stay competitive and add value to society. With BCG, you learn how to navigate complexity, draw unique insights, facilitate change and become a leader responsible for real and lasting impact.

Connecting aspirations

It's pretty simple – BCGers genuinely want to help their clients and each other succeed.

Challenged by mentors and supported by teams, you will join a diverse group of highly driven, exceptional individuals who respect and trust each other. In a culture where ideas are heard regardless of tenure, the deep relationships you develop with clients and colleagues will become a foundation for your future endeavours.

Growing leaders

To truly develop yourself, you have to challenge established thinking. You have to seek a better way.

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

COMPANY DETAILS

No. of employees
9,700

Type of consultancy
Strategy

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
1 November 2014

UNDERGRADUATE OPPORTUNITIES

No. of undergraduate opportunities
No fixed quota

Undergraduate application deadline
31 January 2015

HOW TO APPLY

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

Contact information
lonrecruiting@bcg.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
190

Type of consultancy
IT

JOB OPPORTUNITIES

Type of job opportunities
Graduate jobs

Offices recruited into
London (HQ), Australia 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, season ticket loan, life assurance, gym membership and social events

Graduate application deadline
31 December 2014

HOW TO APPLY

Application method
Online

Contact information
20 Gresham Street
London EC2V 7JE
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
9 November 2014

HOW TO APPLY

Application method
Covering letter and CV by email

Contact information
Petra Reiterer
recruitment@credo-group.com





About FTI Consulting

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 to help them overcome even the most complex challenges. 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.

Economic & Financial Consulting

Our Economic and Financial Consulting practice is looking for graduates to help provide our clients with clear analysis of complex economic and financial issue for use in legal and regulatory proceedings and strategic decision making. Our work involves issues including:

- Business and Intellectual Property Valuation
- Claims and Disputes
- Competition Policy
- International Arbitration
- Regulated Industries

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

More than 4,200 in 26 countries

Type of consultancy

Economic consulting

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

Up to 35

Min. degree required/expected

2:1

Starting salary

Competitive

Benefits

25 days' holiday, performance bonus (discretionary), life assurance, pension scheme (with company contribution), healthcare, season ticket loan, dental, income protection, childcare vouchers, give as you earn.

Graduate application deadline

17 November 2014

HOW TO APPLY

Application method

Online at:
www.fticonsulting.co.uk/graduates

Contact information

200 Aldersgate
Aldersgate Street
London
EC1A 4HD

HYMANS ROBERTSON

Hymans Robertson is a multi-award winning, independently-owned pensions, benefits, investment and risk consultancy. Our success is built on our friendly, partnering, confident and straightforward values, and being able to nurture exceptional relationships with our clients.

Many of the UK's biggest pension schemes, banks and insurance companies rely on our advice and we provide consultancy services to trustees and sponsors from leading companies, including FTSE 350 and public sector organisations. We're delighted that we're also considered to be a great place to work by our employees, and we're proud to have made number 42 in the Sunday Times Top 100 Employers this year.

As a Trainee Consultant you'll receive comprehensive training and gain exposure to stimulating client project work which will make the most of your communication, team working and problem solving skills. Whether you start your consulting career in our Actuarial & Benefits, Investment or Risk Modelling consulting teams, you'll be working with our exceptional consultants and technical experts on a wide variety of work from very early on. Among other things, you'll be:

- Using your analytical skills to gather and analyse complex data
- Working on individual and large scale calculations on behalf of our clients
- Applying your mathematical knowledge to solve often complex and challenging problems
- Learning to use sophisticated modelling to help support the advice we give to our clients
- Presenting the results of our calculations and modelling in an engaging and compelling way

We value your individuality and this means you can progress your career at a pace that suits you. This also applies to your actuarial studies. We'll support you with generous study leave, and your study mentor will help you plan for which exams to take and when.

We'll also pay you a highly competitive salary and offer you an enviable array of award winning benefits which you can tailor to suit your own preference. ●

COMPANY DETAILS

No. of employees
650

Type of consultancy
Financial & Investments

Type of job opportunities
Graduate jobs, internships

Offices recruited into
London, Glasgow, Birmingham, Edinburgh

International opportunities
No

Disciplines recruited from
Economics, finance, mathematics, science, statistics and other numerical disciplines

GRADUATE JOBS
No. of graduate jobs
25

Min. degree required/expected
2:1

Starting salary
Competitive

Benefits
23 days' holiday, healthcare, pension scheme, study support, interest-free loan, season ticket loan, life assurance, bike scheme, gym membership, performance bonus, social events, sabbatical leave bank and workplace ISA (WISA)

Graduate application deadline
27 October 2014

UNDERGRADUATE OPPORTUNITIES
No. of undergraduate opportunities
10+

Undergraduate application deadline
17 December 2014

Application method
Application form online

Contact information
Holly Andrews T: 020 7082 6296 (London and Birmingham) and Suzanne Coyle T: 0141 566 7894 (Glasgow and Edinburgh)

JOB OPPORTUNITIES

HOW TO APPLY



KPMG is a global network of professional firms providing Audit, Tax and Advisory services to some of the world's biggest businesses. In the UK alone, KPMG has 22 offices and over 11,000 partners and staff. For graduates, it has a diverse range of programmes offering various professional qualifications.

KPMG believes that all business, all solutions, boil down to one thing: people. That's why whatever KPMG do, they see people first. Championing the human element is a big part of their culture, and to them, their own people are at the heart of their continued success.

But there's no one type of person that succeeds at KPMG. It's a massively diverse business, welcoming all kinds of personalities and characters. For any graduate who thrives on responsibility and intellectual challenge, all while still being themselves, it really is a great place to start a career.

KPMG also believes in delivering the best. After all, when some of the world's biggest companies hand over their audit, tax or consulting challenges to KPMG, they need to know there's no margin for error. Their clients operate in a huge range of business sectors, and to give them the best service means providing them with experts who really understand them.

The work is definitely challenging. That's why KPMG's graduate programmes offer exceptional training for professional qualifications (with an enviable pass rate few can match), tons of exposure and 'real world, real time' responsibility. It's a great place to learn and develop your skills – a fast-moving, technology-driven working environment. And you'll be joining a community you'll feel a part of for the rest of your life.

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

COMPANY DETAILS

No. of employees
11,000

Type of job opportunities
Graduate jobs, internships and placements

Offices recruited into
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
View the website for specific entry requirements

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, social events

Graduate application deadline
All year round – early application is advised

UNDERGRADUATE OPPORTUNITIES
No. of undergraduate opportunities
200

Undergraduate application deadline
First-come, first-served

Application method
Online

HOW TO APPLY



L.E.K. Consulting is an international firm that specialises in strategy, transaction services and performance improvement consulting. It advises the largest private and public sector organisations, private equity companies and smaller, more entrepreneurial businesses.

With a reputation for resolving the most complex commercial issues, L.E.K. helps business leaders consistently make better decisions, deliver improved business performance and create greater shareholder returns.

The firm was founded in 1983 and employs over 1,000 staff in 22 offices across Europe, North America and Asia Pacific. L.E.K. has been named 'Professional Services Firm of the Year' at the City A.M. awards 2011, which celebrate the most successful firms in London's financial and business community. L.E.K. stands out as the only major global strategy consulting firm to have grown from a UK base and was the first strategic consultancy to win the prestigious Queen's Award for Enterprise in International trade.

Associate (entry level) position: L.E.K.'s Associate role offers 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.

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

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. 30

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
9 November 2014

UNDERGRADUATE OPPORTUNITIES
No. of undergraduate opportunities
c. 4

Undergraduate application deadline
25 January 2015

Application method
CV and covering letter via:
www.lek.com/join-lek

Contact information
Holly Winter
Associate Recruitment Coordinator
london.recruit@lek.com

JOB OPPORTUNITIES

HOW TO APPLY

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 30 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 expertise in Oil & Gas, Financial Services, Consumer Goods, Healthcare and Industrials.

We are a small firm that delivers lasting impact, which means you will 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 year, you will receive over 300 hours of formal training to learn the fundamentals of our practice, financial and accounting skills, as well as presentation and client interaction skills. You are also allocated a peer-group 'buddy' and a career coach to support your progression and development during your time at Marakon. ●

COMPANY DETAILS

No. of employees
80 worldwide

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
3-5

Min. degree required/expected
2:1

Starting salary
Competitive

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

Graduate application deadline
3 November 2014

HOW TO APPLY

Application method
CV and covering letter online

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

McKinsey&Company

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

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

30 October 2014

UNDERGRADUATE OPPORTUNITIES

No. of undergraduate opportunities

No fixed quota

Undergraduate application deadline

29 January 2015

HOW TO APPLY

Application method

CV online at:
www.mckinsey.com/careers

Contact information

UKCampus_Recruiting@mckinsey.com



NERA

ECONOMIC CONSULTING

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

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

Min. UCAS points
320

Starting salary
Competitive

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

Graduate application deadline
16 December 2014

UNDERGRADUATE OPPORTUNITIES
No. of undergraduate opportunities
10-15

Undergraduate application deadline
16 December 2014

JOB OPPORTUNITIES

HOW TO APPLY

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

Contact information
recruitmentlondon@nera.com



About us

Oliver Wyman is a global leader in management consulting. With offices in 50+ cities across 25 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 \$1.5 billion in 2012.
- 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

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, gym membership, life assurance, stocks/shares, performance bonus and social events

Graduate application deadline
2 November 2014 and
14 December 2014

UNDERGRADUATE OPPORTUNITIES

No. of undergraduate opportunities
No fixed quota

Undergraduate application deadline
18 January 2015

HOW TO APPLY

Application method
Online

Contact information
recruiting.uk@oliverwyman.com





PA is different from other management consultancies. As an employee-owned business, which specialises in consulting, technology and innovation, PA doesn't just offer a job, but a stake in the firm. As an analyst you will work in small meritocratic teams and be expected to take on significant responsibility, working with colleagues and clients at all levels. Progression is based on merit, not time served, and high performers will progress rapidly. With 2,500 people operating globally, we are large enough to attract an impressive and diverse client base, yet small enough to be individuals with our own strong professional identity; it's the best of both worlds. Our analysts apply for a specific practice area rather than a general graduate scheme, so we are looking for applicants who want to quickly become an expert in their field.

Opportunities

We are looking for analysts across all our practices. You can see the full list of our roles on the campus pages of our website.

The work

Your role as an analyst will be diverse and your assignments will be ever-changing as you continually change to reflect the different needs of each client. Typical activities can include gathering and manipulating information, presenting conclusions, managing project plans and assessing risks and issues.

Your development

Here at PA we place a huge emphasis on personal development and training. An intensive two-week training programme, where you will meet analysts from our offices around the world, will give you grounding in consulting skills and the knowledge you need as an analyst. After that, your mentors, buddies, line managers and peers will all be there to support you, but you are free to make your own decisions. You will be encouraged to think independently and develop your career in the direction you want.

Next steps

Visit our website and read about some of the exciting work we've been involved with. Our Facebook page will also give you a useful insight into the life of an analyst as well as tips on applications and interviews. ●

COMPANY DETAILS

No. of employees

2,500

Type of consultancy

Generalist, Financial & Investments, Strategy, IT & Technology

Type of job opportunities

Graduate jobs, internships and industrial placements

Offices recruited into

London and Melbourn (Cambridge)

International opportunities

Yes

Disciplines recruited from

All degrees considered

GRADUATE JOBS

No. of graduate jobs

40-50

Min. degree required/expected

2:1

Min. UCAS points

300

Starting salary

Competitive

Benefits

25 days' holiday, healthcare, pension scheme, golden hello, stocks/shares and performance bonus

Graduate application deadline

Early applications are strongly advised

HOW TO APPLY

Application method

CV and covering letter online

Contact information

PA Consulting Group
123 Buckingham Palace Road
London
SW1W 9SR
020 7730 9000
www.paconsulting.com/careers



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, Economics, Sustainability and Climate Change** or **Risk Consulting** – then you can apply directly to that area and develop your skills quickly through strong project responsibility and in-depth training:

- **Strategy Consulting** – When Booz & Company combined with PwC in 2014, a new kind of consulting firm was born – Strategy&. Together, PwC and Strategy& are building the world's leading strategy-through-execution firm. Our joint expertise means we're uniquely placed to help industry leaders solve their toughest problems and seize their greatest opportunities, delivering them an unrivalled mix of capabilities to drive the value they're looking for.
- **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.
- **Sustainability & Climate Change Consulting** – Helps governments and businesses embed sustainability into their strategies and throughout their organisations, while making the most of the opportunities created for innovation and growth, as the world transitions to a greener economy.
- **Risk Consulting** – Focuses on establishing risk management as an integral part of clients management processes and decision-making framework. We assist clients in meeting the expectations of their stakeholders and regulators so that they maintain capital surpluses to meet their liabilities, even if a number of extreme risks materialise.

Take the opportunity of a lifetime.
pwc.com/uk/work-in-consulting
strategyandyou.pwc.com/uk
facebook.com/PwCCareersUK ●

COMPANY DETAILS

No. of employees
c. 18,000 (UK)

Type of consultancy
Management Consulting, Strategy Consulting, Economics 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

Starting salary
Competitive

Benefits
Holiday entitlement, bike scheme, 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



The experience stays with you



Jer on client site with a broadcaster

Assurance
Actuarial
Consulting
Deals
PwC Legal
Tax
Technology

All degree subjects

*Voted employer of
choice by students
in The Times Top 100
Graduate Employers
survey for eleven
years running.*

Consulting Graduate Development Programme

Offices across the UK » Join spring, summer or autumn

Our clients come from every area of industry, so graduates in our Consulting practice enjoy the greatest breadth of exposure, highly stimulating work and varied opportunities. Join us in one of our four specialist areas and you'll get to work alongside, and learn from, an incredible range of people and develop a deeper understanding of the big business issues. On a recent project to restructure the finance department of a big-name broadcaster, Jer had to announce the changes to the business, making sure the right people were kept informed every step of the way. And in doing so, she found herself right at the heart of the transformation process. Join PwC – we're focused on helping you reach your full potential.

Take the opportunity of a lifetime

www.pwc.com/uk/careers

www.facebook.com/PwCCareersUK





strategy&
Formerly Booz & Company

Who are Strategy&?

When Booz & Company combined with PwC in 2014, a new kind of consulting firm was born – Strategy&. Together, PwC and Strategy& are building the world's leading strategy-through-execution firm. We offer the best of both worlds: a proud 250-year consulting legacy and the opportunity to pioneer a new kind of consulting firm, one that's disrupting the entire industry landscape. Our joint expertise means we're uniquely placed to help industry leaders solve their toughest problems and seize their greatest opportunities, delivering them an unrivalled mix of capabilities to drive the value they're looking for.

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
3,000

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
6 November 2014

UNDERGRADUATE OPPORTUNITIES
No. of undergraduate opportunities
10

Undergraduate application deadline
8 January 2015

HOW TO APPLY

Application method
Apply online – CV and covering letter

Contact information
strategyandyou.pwc.com/uk



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

Reference Table



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Company	No. of employees	Type of consultancy	Type of job opportunities	Offices recruited into	International opportunities			
						No. of graduate jobs	Min. degree required	
 ATKearney	3,000	Strategy and Operations/ Implementation	Graduate jobs	London	✓		2:1	
 BAIN & COMPANY	Over 6,000	Strategy	Graduate jobs	50 offices in 32 countries	✓		2:1	
 BCG	9,700	Strategy	Graduate jobs, internships	London	✓		2:1	
 CHP Consulting	190	IT	Graduate jobs	London (HQ), Australia and USA	✓	15-20	2:1	
 CREDO	50	Strategy	Graduate jobs	London and Dubai	✓	10+	2:1	
 FTI CONSULTING	4,200	Economic consulting	Graduate jobs	London and Paris	✓	35	2:1	
 HYMANS ROBERTSON	650	Financial & Investments	Graduate jobs, internships	London, Glasgow, Birmingham, Edinburgh	✗	25	2:1	
 KPMG cutting through complexity	11,000		Graduate jobs, internships, placements	Nationwide	✗	1,000	2:1	

GRADUATE OPPORTUNITIES									UNDERGRADUATE OPPORTUNITIES		How to apply	Further info (pgae)
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					
Competitive	22	●	●		●	●	●	Nov 2014			CV & covering letter online	72
Competitive								See website			Application form, CV & covering letter online	73
Highly competitive	23	●	●	●	●		●	01/11/14		31/01/15	CV & covering letter online	74
£40,000 + £5,000 sign-on bonus	25	●	●			●	●	31/12/14			Apply online	75
Market leading	25	●	●	●	●		●	09/11/14			CV & covering letter by email	76
Competitive	25	●	●		●	●		17/11/14			Apply online	77
Competitive	23	●	●		●	●	●	27/10/14	10+	17/12/14	Application form online	78
Competitive	25	●	●		●	●	●	Ongoing, apply early	200	First-come, first-served	Apply online	79

Company	No. of employees	Type of consultancy	Type of job opportunities	Offices recruited into	International opportunities			
						No. of graduate jobs	Min. degree required	
	c. 1,000	Strategy	Graduate jobs, internships	London	✓	c. 30	2:1	
	80	Corporate Strategy	Graduate jobs	London	✓	3-5	2:1	
	18,000+	Generalist and Strategy	Graduate jobs, internships	Worldwide	✓		2:1	
	500	Niche	Graduate jobs, internships	Europe, Asia Pacific and USA	✓	20-25	2:1	
	3,000	Strategy	Graduate jobs, internships, insight days	London	✓		2:1	
	2,500	Generalist, Financial & Investments, Strategy, IT & Technology	Graduate jobs, internships, industrial placements	London and Melbourne (Cambridge)	✓	40-50	2:1	
	18,000	Various	Graduate jobs, internships, placements	UK-wide	✓	c. 350	2:1	
	3,000	Strategy	Graduate jobs, internships	London	✓	c. 30	2:1	

GRADUATE OPPORTUNITIES									UNDERGRADUATE OPPORTUNITIES		How to apply	Further info (page)	
	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
	Highly competitive	25		●	●		●	●	09/11/14	c. 4	25/01/15	CV & covering letter online	80
	Competitive	25	●	●	●	●	●	●	03/11/14			CV & covering letter online	81
	Competitive	24	●	●	●		●	●	30/10/14		29/01/15	CV online	82
	Competitive	23	●	●		●	●	●	16/12/14	10-15	16/12/14	CV & covering letter online	83
	Highly competitive	23	●	●	●	●	●	●	02/11/14 & 14/12/14		18/01/15	Apply online	84
	Competitive	25	●	●	●	●			Apply early			CV & covering letter online	85
	Competitive		●	●			●	●	Check website	c. 80	Check website	Apply online	86
	Highly competitive								06/11/14	10	08/01/15	CV & covering letter online	88



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