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Institute of Consulting: Introduction

Stella Bowdell 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.

For many consultants and practices the past 12 months have been extremely difficult. As the economic climate has remained unpredictable and tempestuous, all businesses and sectors are struggling to adapt to the new circumstances they are operating in. And yet, despite these tough trading conditions, the fee income generated by management consultancies has shown a growth.

So, what is it that makes people want to join the consulting industry, what are the key skills that are needed in order to succeed and how can membership of a professional body help you in your career?

Everyone has different motivations for working in the consulting industry. Some experienced managers are attracted by the prospect of running their own business or a fresh challenge. For others it is the opportunity to work across a variety of sectors and experience a range of challenging assignments or tackle and solve clients’ business problems.

But, whatever your reasons, the elements of the role will be very similar. As a consultant you will be providing external advice for organisations that require specialist expertise or an objective external perspective on their business. You will be identifying and assessing a problem or analysing a specific area of an organisation, reporting the findings and formulating recommendations for improvement.

Becoming a consultant opens up a variety of job opportunities and career routes. Consultants may be employed in a consultancy practice which is both large and diverse. Many work in small practices, as members of in-house consulting divisions or in informal networks of associates and some work as sole traders. The breadth and depth of skills that consultants offer 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.

We represent some 5,500 advisers and consultants in the UK. 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 90,000 CMI members do. The presence, influence and visibility of the Institute of Consulting has also increased ensuring that membership of Institute of Consulting becomes a ‘need-to-have’ rather than a ‘nice-to-have’.

With so many sources of information available, this guide provides a great resource for any aspiring consultant. It brings 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.

Stella Bowdell, Head of the Institute of Consulting.
MCA: Introduction

In conjunction with the Institute of Consulting, the MCA introduces this specialist guide on management consultancy. Aimee Chapple, the current MCA President, summarises what this industry involves and what it takes to make a good consultant.

Management consulting can be an exciting and challenging career path. Working as a consultant you will discover that every time you achieve a goal there’s another one before you. This may be through the kind of roles you will be given or the projects and clients you will get to work with.

What makes consultancy in the UK unique is the real diversity of work that people can get involved in.

My advice to everyone just starting out is to try and continue to say yes to as many things as possible. Try and look at these as opportunities to explore your career, even if it’s not what you imagined you might be doing. Continuously saying yes and thinking creatively can help you to progress in your career.

We are going through tough economic times, but even with the potential contraction of the economy, a wealth of opportunities are still available in the UK. What makes consultancy in the UK unique is the real diversity of work that people can get involved in. This is due to the different companies that choose to be headquartered here or simply have offices and projects here.

It is exactly that diversity and brilliance of the work that attracts top talent to the industry. For over 20 years consultancy has become a fantastic part of my life. I hope this guide will give you all the necessary information to make consultancy a fantastic part of your life too.

Aimee Chapple, MCA President 2012/13 and Managing Director UKI, Accenture Management Consulting.
THE PROFESSION
What is management consultancy?

Management consultancy is a varied profession, with projects and clients changing constantly. This can be the beauty but also the challenge of this industry. This first chapter outlines what management consultancy is, what the future of the profession looks like as well as what you could earn.

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.

The Institute of Consulting defines management consultancy as ‘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.’

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.
Current & future trends

If we want to understand what the future holds for the consulting industry we need to turn to clients, the people who ultimately drive demand for consultants, and ask some fundamental questions.

Sourceforconsulting.com recently completed a survey of more than 400 clients in multinational organisations across Europe and the Middle East; they share some of the key messages that came out of this with us here.

European consulting firms have been going through a rough time recently and this is likely to continue over the next 12 months. Even the Middle East market, while enjoying significantly higher growth than Europe, has yet to return to pre-recession levels of reliance on consultants. Only in the Americas, particularly the USA and Brazil, do the prospects look significantly brighter. The best performing markets within Europe are Germany and Scandinavia, with Southern Europe, unsurprisingly given the economic situation there, performing the worst. The UK, like France, is somewhere in between with low, single-digit growth expected for at least the next couple of years.

Consulting firms are cautious as a result. They are acutely aware that business confidence is fragile and that a crisis in the stock market or in the eurozone could mean consulting budgets will be cut back once again. ‘I have no idea what will happen. I find it hard enough to predict the next couple of months.’ said one senior partner.

But perhaps the most important message which emerged was that clients are more positive about – and indeed ambitious for – the consulting industry than consulting firms themselves. While acknowledging a relentless pressure on costs, senior staff are largely comfortable with the level of consulting they use and have no plans to reduce it. Some, in fact, plan to increase it significantly, not because they suddenly need access to a particular skill or have an acquisition or new technology in the pipeline, but because they expect what is outsourced will change over the coming years. Cutting the number of permanent employees they employ will mean relying more on outside companies.

This will create a new wave of potential growth for consulting firms. But catching this wave will mean exploiting the opportunity to work with clients in different ways.

Clients are more positive about – and indeed ambitious for – the consulting industry than consulting firms themselves.

The changing role of consultants

There’s hardly a consulting firm in Europe or the Middle East that doesn’t lay claim to having a unique ability to bridge the gap between advice and implementation. Clients, while they’d concur that there is a gap, are quite critical about consultants’ ability to do so. Bigger firms attract the most criticism. Perhaps these divergent views come from consultants and clients having different ideas of what implementation actually means.
Consultants see implementation as an added service; clients, by contrast, see it as a way of working. They want to work with a firm where the people, attitudes and culture closely match their own and with consultants who can engage and enthuse internal teams. Therefore, what may constrain growth in the consulting profession is not the lack of demand from clients, but a quite wide-spread belief that consultants don’t work in the way clients want them to.

‘At the very least, I’d expect some advice about implementation. But in most cases, it’s a marketing gimmick and they’ve little experience of doing what we’d describe as implementation’ commented one strategy director.

**Selling different services**
Consultants themselves regularly complain of being pigeon-holed into roles which tap into only a tiny proportion of their capabilities. They are both right and wrong to think so.

They’re wrong in the sense that clients are happy to recommend a firm providing they demonstrate the right expertise. But they’re right in one crucial respect: clients only think it’s appropriate for a firm to cross-sell its services as long as it stays at the same price point. By keeping everything at the same price point, cross-selling is possible; change your prices, and the shutters come down.

**Finding new ways to deliver consulting services**
Clients’ segmentation by price has further implications; for consulting firms to grow they must diversify into different services, but also deliver their services in a different way. Traditionally clients see consulting services dividing up into four distinct models:

- **Generalist firms**, which offer a broad range of services to a wide market, sometimes, but not always, on a global basis.
- **Specialist firms** which focus on a specific area of expertise. These may vary in size and the extent to which they bring global experience, but most are reasonably small and only serve a particular area.
- **Independent experts**, operating either on their own or as part of a network or virtual model, to whom clients turn for short, often very specialised projects.
- **Body-shops** which provide flexible but often quite generic labour.
Clients are becoming increasingly aware of the strengths and weaknesses of each of these delivery models and want to use them appropriately, but are then frustrated when they receive (what they perceive to be) a confused or rigid response from consulting firms. This perception is partly of the clients’ own making: different delivery channels come at different prices and clients tend to be fixed when it comes to price.

What this means in practice is that consulting firms can either diversify into new service areas or into new delivery models, but cannot do both at the same time.

Different behaviours
The most important feedback that came out of this research was what clients believed consulting firms should do differently. The vast majority talked about the way firms market and sell their services. Rather than talking about the quality of the people they encounter, fees or the lack of added value, they think consultants should:

• **Understand their business**: To clients’ intense frustration, most consultants turn up at their offices knowing little about their business. Having some previous knowledge and opinions about a client’s business has an extraordinarily positive effect.

• **Listen to what a client is really telling them, rather than hearing what they want to hear**: It’s a shocking indictment of current practices, but more than half of the people spoken to put this very basic quality at the top of their agenda.

• **Approach clients with clear and concrete ideas about how to develop their business**: Senior people are starved of time and inspiration; most have, or think they have, exhausted all the ideas and options their own organisations can come up with. ‘Tell us frankly how you can help us. We don’t want to be told nice stories’ was a typical comment.

• **Be absolutely and uncompromisingly honest**: Objective feedback is a rare and invaluable commodity in business. The more senior the person, the less they encounter it and the more they respect it when they came across it.

It’s these qualities which will, ultimately, determine the rate of growth the consulting industry enjoys in the future. The future for consulting could be a lot brighter than – ironically – most consultants imagine.

Fiona Czerniawska is the Joint Managing Director of sourceforconsulting.com, a specialist firm researching and analysing the management consulting industry.
Salaries & benefits

Management consultancy salaries are comparable to some of the best paid jobs in the country. Starting salaries may vary but often increase rapidly with additional benefits also available. This article looks at what you could expect but why variations also exist.

The consultancy industry is growing again. Despite the uncertain economic outline, 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.

So what does this mean for salaries? With inflation running at over 4% and the demand/supply balance tipping back in favour of employees, salaries are improving, particularly at entry level and in the lower ranks of consulting firms.

At undergraduate level, the consulting arms of the ‘Big Four’ (Deloitte, Ernst & Young, KPMG and PwC) are competing for top ranking students. If you are already in employment elsewhere, firms are paying over your current salary if they want to secure you. Experienced consultants find themselves more in demand than in the recent past, although 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 the best graduates has increased and so they have ‘little extras’. Sign-on bonuses of £2,500 or interest-free loans of £7,500 are offered, although first year performance bonuses tend to be low - £500 to £1,500. Laptops, iPhones and iPads feature too.

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, NHS 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-experienced 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 and newly-minted MBAs entering consulting for the first time.

Manager: £75,000
Here consultants could be: more experienced (five to seven years) delivery consultants; fast-track 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. 60% of consultants working at this level are involved in sales.

Director: £130,000
Again, this salary band includes consultants as different as strategy consultants with 3–5 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: £200,000
These experienced consultants range from those with seven plus years at a boutique to 15+ 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 pensions. The overall package offered should be scrutinised carefully, as comparisons based on salary only 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%). 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 Premier League, 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 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 clearouts of less profitable directors and partners in these firms is 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.

Salaries are also influenced by billings. Consultants are expected to bill fees of around four to eight 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.blt.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 2012.
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Frequently Asked Questions

We take a look at some of your more pressing questions 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. We recommend that students have at least 220 UCAS tariff points and a minimum 2.1 degree (in reality firms often ask for more).

Whatever qualifications you have, employers will be looking for a strong academic record, for example with A levels we recommend at least three Cs 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.

Although there is no fixed recruitment period, organisations generally have vacancies in the summer after exams.

When should I apply?
Although there is no fixed recruitment period, organisations generally have vacancies in the summer after exams. Some also take on trainees early in the new year. Check with your campus careers service for details of who is visiting your university and when. Once you have decided to whom you wish to apply, write to them as soon as possible. The first term of your final undergraduate year is the right time.
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 multidisciplined 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 out the website www.iiconsulting.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 Young MCA network.
I had been with CHP for just under a year when I was asked if I would be interested in doing a six-month stint in Mumbai. During university I had travelled through India with friends and absolutely loved it, so the opportunity to go back there – and get paid for the privilege – was too good to refuse. I have now been here for five months and it has more than exceeded my expectations.

Our Mumbai-based client is a market leading electronics and engineering company that manufactures a huge variety of equipment, from nuclear power plants and MRI scanners to mobile phones. We have worked for a number of years with this particular client in the UK and Scandinavia and, on the strength of this relationship, were chosen as their software provider for their new Indian venture. Because their equipment can be so expensive they have an in-house asset finance business, which their customers use to pay for their products over an extended period rather than with a lump sum. CHP provide the software, Alfa Systems, which our client uses to manage these often large and complex deals.

What my role involves
My manager and I are the only two CHP consultants based in Mumbai, making this quite a small team by our standards – most CHP projects have between 5-15 team members. Being part of a two-person team, I have been given a lot of responsibility for somebody with my level of experience. This has been challenging at times, but I have learnt a huge amount as a result. The culture at CHP is extremely collaborative and my manager here is no different; he has been extremely supportive and I’ve never felt out of my depth despite the responsibility of the role.

I am in charge of reporting and management information which are both key areas for the client’s business. Reporting is particularly important as the financial reports which Alfa produces are used by the client’s senior management to influence key business decisions. As a result, it impacts all areas of the business which means that I get to deal with people of all levels of seniority, from front-end staff right up to the Chief Operations Officer and the Head of Risk and Credit of our client’s Indian office. Currently I am working very closely with the risk department to develop a set of reports which they can use to better understand their exposure to different customers and sectors of the market. This has given me an invaluable insight into how big lenders, such as my client, make their decisions.

A junior consultant’s working day
The first thing I do when I get to the office (after gorging myself on the amazing breakfast at the hotel we are staying in) is check my emails. I am in constant contact with CHP colleagues based in both the Asia-Pacific region and in the UK. Reporting touches all areas of our client’s business. As a result of this wide remit, I regularly work within areas of the asset finance industry that are completely new to me. But there is always somebody at CHP on hand to provide crash courses in everything I need to know, be it collections, settlements, funding or accounting.
After considering the suggestions and feedback included in my colleagues’ emails, I get down to preparing for client meetings. These occur most days and are usually with the client’s designated experts in areas ranging from risk and credit to operations and sales. The client will generally send me a meeting agenda outlining what is to be discussed. They may, for example, want Alfa to automatically generate a monthly report to assess the performance of their sales team by sales person, margin, volume of deals and asset type. I need to assess whether their requirements are feasible and, if so, how much effort will be required to implement them. In order to determine this I really need to understand the area of the business in which the client works.

The client’s staff will often have years of experience in the industry so it is very important for me to be up to speed. That said, many of these people, while being experts in their own fields, will often not be fully aware of the challenges involved in converting a functional business concept into an automated process; highlighting these issues and, hopefully, overcoming them, is where CHP step in.

What is really enjoyable about my job
What I have particularly enjoyed about this project is the range of cultures and backgrounds of the people working out here. Our client’s Mumbai office is staffed by a great mixture of locals and Europeans assigned out from their European offices – in any given meeting there might be people from four different countries offering a variety of opinions on the best approach to take. The meetings can occasionally get quite animated, but my favourite thing about working here is how people are able to leave their work in the office. It’s not unusual to see two people practically shouting at each other in a meeting one minute and chatting away about yesterday’s cricket results over a cup of chai the next.

The people here are extremely sociable, and never more so than at lunchtime: eating alone is unheard of. We either head, as a group, to the office canteen (where you can get a selection of dahl’s, curries and delicious Indian breads for an extortionate 40 pence!) or, if we have time, out to one of the amazing local restaurants.

In the afternoon I generally get to work on actually developing whatever report I’m working on. My client uses Microsoft SQL Server 2008, an industry-standard data management and reporting tool. I come from a non-technical background (I studied philosophy and economics) yet the technical side of the job is one of my favourite parts. I have always enjoyed puzzles and problem solving, and I find it extremely rewarding to crack something which is particularly tricky. The technical training at CHP is top-notch and as such I don’t feel that my background has been a hindrance in any way. In fact, the majority of our consultants come from non-computing backgrounds, having studied everything from classics and modern languages to natural sciences.

I am also currently working with a colleague based in our London office who is updating Alfa to deal with India’s complex system of service taxes. Today I have a telephone meeting at 17.00 to check on their progress and to answer any functional questions they may have. I have seen this enhancement progress from the initial client requirements right through to this late stage of development. It has been extremely satisfying to watch it grow, as it will make a huge difference to the client.

That will take me through to 18.00 which is when we usually leave – we’re pretty good at managing our time at CHP and it’s rare that we are required to stay any later. Then it’s back home for a quick change of clothes before heading out to explore the city.
What does McKinsey do?
As a management consultancy McKinsey acts as advisers to some of the largest companies in the world. We help them solve their toughest business problems; whether to enter new markets, how to implement change and redefine strategies are a few examples.

How did you get your job at McKinsey?
As I neared the end of my final year at university I was still unsure what I wanted to do afterwards. I knew I didn’t want to stay in engineering, I was not excited by banking but I did think consulting looked interesting. McKinsey looks for strong leadership potential in its consultants and I think my time spent with the OTC (Army Officers’ Training Corps) at university equipped me with this and therefore helped me through the interview process.

How do you find the interview process?
The process has three stages after the initial CV screen. Initially there is a one hour problem solving test which is then followed by two interview rounds. The interviewers were always helpful and friendly and I never felt as if they were trying to catch me out, they were constantly helping me do the best I could in the interview.

The interviews involve a mix of competency based questions and a short case to work through. Coaching and training is made readily available beforehand which I found really useful preparation.

What would you say a typical day might include?
Rarely are any two days the same but a ‘typical’ day would probably involve a plane or train to the nearest McKinsey office or to the client you are serving, conducting several interviews or meetings with the client, a couple of hours of data analysis followed by a problem solving session with your team. As a result of this meeting there might be a presentation to prepare for a very tight deadline and then the day will typically either end with a team social or the chance to get some much needed sleep.

What do you enjoy and find stressful about your job?
Above all it has to be the people. There are some incredibly interesting, smart and fun people at McKinsey. I also enjoy the opportunity to change teams every couple of
months or so which means you are always meeting and working with new colleagues.

In addition, often the clients you are working with are senior in their company so from very early on you have increased responsibility and full exposure to all levels of management within an organisation.

McKinsey only tends to be brought in when there is a complex problem to solve and often on a tight timescale so there is always pressure to deliver to a high standard in a short space of time.

I am constantly facing challenges and I haven’t stopped learning since my first day. However, there is lots of support on offer at McKinsey and a great culture of coaching so help is always at hand.

How do you see your role changing in the future?
At some point I’d love to start my own business. I think it would be hugely rewarding and I love the idea of being in charge of myself. I couldn’t think of a better place than McKinsey to equip me with all the tools and business expertise I would need. Now all I need is a bright idea!

What advice do you have for any recent graduates?
Firstly I would find out as much as you can about the industry to be sure it is something you want to enter and to give yourself the best chance at succeeding. Consulting is undeniably a competitive field and they are looking for people with outstanding characteristics such as leadership, drive and entrepreneurship, as well as having strong academics. Interpersonal skills are also vital in this profession as is showing ambition and the determination to succeed.

Interpersonal skills are also vital in this profession as is showing ambition and the determination to succeed.

Practice consulting case studies, brush up on mental arithmetic and know your CV well to be able to answer competently. Also don’t be afraid to ask for guidance from your interviewer if you get stuck – they really are there to help you through it.

Soft skills are equally essential to have as analytical ones in consulting. Because we work so closely alongside the client, it is important to be able to build relationships quickly and work compatibly with others. Teamwork is also essential as we work together on small teams so it is essential to ‘be a team player’ in all respects.
Luca Gagliardi describes his experiences whilst working on a growth strategy project for a major international private jet operator.

Sunday - prelude
Yes, the first day of the week should be Monday, but in the UAE, where our client is based, it is a different story. Business weeks in many Middle Eastern countries start on Sundays. In an effort to try to maximise the time spent with the client we decided to leave from London on Sunday evening at 21.00. It’s a small team going over; a senior consultant, the project manager and myself.

Monday
We land around 08.00 but thanks to the comforts of business class we are not overly tired by the trip. After dropping off our luggage we head over to the client’s headquarters.

The first day is about getting to know the people we will be working with and getting to grips with the client’s expectations. Therefore, in rapid succession, we have a few meetings with the CEO, the CFO and the strategy director of the company. The output of this project is to build future scenarios for the company to be discussed in the next board meeting. These range from defending the current market share, to aggressive growth, to introducing new offerings such as aircraft maintenance and on board catering.

James, the Project Manager, leads most of the discussions but we are all involved in questioning the senior management team to understand how to best address their needs. Some of my research for this project consisted of assimilating a market report and reviewing previous projects Roland Berger had done for the same firm, so James has no problem letting me intervene occasionally. At Roland Berger the more responsibilities you show you can handle, the more you will receive.

Tuesday
Today is all about data collection and the Middle East is renowned for being a seemingly data free zone. Nevertheless, we need to try and find as much hard information as possible in order to understand how well the business is positioned in the market. We start with historical financial statements from the finance department, to operating costs for aircrafts and updated market analysis. As we move from internal documentation to industry reports the task seems more and more daunting.

After a quick scan, some sources prove to be unreliable and the remaining ones often
contradict each other. Trying to create a clear and coherent picture out of huge and chaotic data is one of the difficult assignments a consultant is often tasked with.

**Wednesday**
After having examined the data we collected yesterday and built a baseline of our client performance we need to then form an independent assessment of the market. We decide to complement the existing information with evidence from a series of expert interviews.

We start interviewing internal staff, brokers, industry associations and press agencies. I must admit that people in this region are extremely talkative; it is sometimes hard to keep the conversation on the right path, trying to avoid tangent conversions like the latest results of the Premier League and Balotelli’s haircut. In exchange for our efforts we collect some significant insights and opinions about the future of the industry.

**Thursday**
Having collected data, interviewed experts and pestered local aviation authorities we now need to take a second to breathe and start analysing these in-depth. We spend most of the day slicing and dicing our findings in Excel and preparing a set of slides for a workshop we have scheduled for early next week. We will present our updated view of the market to internal stakeholders. Simultaneously we will be sending the document to all the people that were involved in the process of drafting it. By doing this latter stage we can validate our findings and say thanks to the participants.

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**Friday**
Friday is the first day of the weekend. We will be staying out here one more week, starting work again on Sunday. We fully aligning our habits with the locals. Therefore, we take advantage of this day off and spend the day on the beach and have a nice meal in the evening. ⚜
What do associates do?
Everything. That’s not too far from the truth! In your first year you should be prepared to do a little bit of a lot of different types of tasks. In my first year, cold-calling was a fairly regular activity, as well as combing through balance sheets and using Excel and PowerPoint more than I ever imagined possible. On the upside, increasingly you’ll be involved with client meetings and more of the high-level thinking. I’ve even found myself talking to the CEO of a luxury fashion label about his wife’s online shoe purchasing habits… It really is a mix.

How did you get your job at The Parthenon Group?
I first heard about The Parthenon Group at a presentation at the LSE. I received the job posting for the Associate role through LSE’s career services and decided to apply since I liked the idea of working for a strategy focused firm. After that, everything happened very quickly. I had four separate case interviews and one interview with a Partner to discuss in greater detail my interest in consulting and in Parthenon in particular.

Do you have any advice for someone wanting to get into the industry?
In terms of submitting a CV, I would think about it from the perspective of the consultants who are going to read them. Of course your cover letter and CV should be concise and well presented, but you should also think about trying to highlight those things you have done that will make you stand out. If you are particularly proud of an achievement — internship, extracurricular, volunteer, etc. — do not just include it as a part of a long list at the bottom of your CV. Devote a few lines to explaining what you did and why you think it was a big achievement in your cover letter.

What was the interview process like?
Bizarre. If you are not used to consulting interviews — I was not — it seems like a very unfamiliar process. Instead of typical interview questions consulting interviews centre on ‘cracking’ a business case. You will typically be given an introduction to an issue facing a business and be asked to identify and think through the underlying issues for the business and explain your thought process in a structured way.

Any advice for the interview process?
If you have not done any consulting interviews before it would help to look through practice cases available through various books, web...
resources and your careers service. Some consulting firms have practice cases on their websites that are useful even if you are interviewing at a different firm. Beyond the cases, I think it’s important to try to be at ease during the process, as far as possible. You want to try to give those interviewing a sense of how you’d be to work with. You also stand a better chance of getting a good feel for their personalities if the conversation is more relaxed and will hopefully gain some insight into the culture of the firm.

What is a typical day like for you?
After hitting snooze one too many times, I have to move pretty quickly to get out of the door in good time. By the time I get to work, my Blackberry has already alerted me to any pressing issues but I usually pick-up from where I left-off the previous day, sometimes kicking off with a team meeting to see where we are at. Most days involve some quantitative analysis work, several internal team meetings, as well as phone calls with experts or clients. The day moves really quickly and usually stretches into the evening… and occasionally well into the evening if there is a deadline the next day.

What do you enjoy most about your job?
I like that every day is different and that I’m continually learning either new skills or about a new business. Some cases do not sound very interesting at the outset, but once you get a handle on the industry and begin to untangle the nuances of the business, sometimes these cases can wind-up as the most interesting assignments.

What do you find stressful about your job?
Constant deadlines can be draining. Since workstreams are quite interlinked, everyone pretty much has to be pressing ahead together. Juggling the different pieces of your workstream and sometimes a second case assignment is definitely demanding and can be stressful particularly as deadlines approach.

Is there a work/life balance?
There are pockets of opportunity to strike work/life balance but they’re notoriously elusive in consulting. While it does depend on your staffing situation, it’s often quite difficult to make plans during the week. I rarely work on weekends though — one thing I really like about working at Parthenon and sets it apart. We might add in extra hours during the week, but weekends are rarely if ever encroached upon.

What challenges have you come across and how did you overcome these?
There are lots of little challenges when you are doing something for the first time, whether it be working through a piece of analysis or finding the best way to structure a presentation. When I am having trouble getting my head around something, I will ask more senior colleagues for input. Almost always, they can answer my question or at least point me in the right direction.

What ‘soft skills’ have you found useful?
I think everyone has their own ‘soft skill’ strength: some colleagues are consummately calm, others you can depend on to keep team morale high. Having played a lot of team sports in the past, I try to recognise the times when it’s best to just go with the flow and the times where it’s important to take more of a leadership role. Also, it’s always helpful to look for the ridiculous or funny in a situation. If it’s 03.00 and you are making final preparations for a client meeting, it is much better to be laughing about it with your colleagues than wishing you were somewhere else.
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Associate - Clarice Borges

34 **DELOITTE**  
Manager - Jacqueline Quinn

36 **INSIGHT SOURCING SOLUTIONS**  
Director - Paul Vincent

38 **MARAKON**  
Associate Principal - Alex Formstone
A.T. Kearney

Clarice began her career within the Fast Moving Consumer Goods industry, moving into management consultancy after ten years. She now uses her previous experience and MBA training to her advantage to analyse and inform strategy for her current clients.

Starting out in the Consumer Goods industry
There I was, in the lobby of a five-star motel in Curitiba, Brazil, thinking how do I explain to the nice man at reception that I am here to talk to housekeeping about soap…

That was my first job; the company I worked for had launched this great luxury aromatherapy soap for high-end hotels and motels in Brazil. Although a great success at the hotels, at the motels we were having no luck at all. As the new marketing manager, I was there to figure out why and do something about it.

I started my career in the Consumer Goods industry, first in finance and then moving to marketing and sales, spent some time working on transformation programmes and then finally helped set up a global organisation. This involved moving around seven countries and five areas, executing local, regional and global roles. I had a great time and loved it. But the feeling that I was no longer figuring out new things, or really thinking about what to do about problems, started to creep in. It wasn’t fun anymore. I wasn’t really learning and I was bored.

Ten years on and I am now a management consultant. I realised that I liked the ‘figuring out why’ and even more ‘what do we do about it’ part of business. Especially when it’s new, unknown, sounds like a challenge and, well, could be fun.

Gaining an MBA to progress in my career
I did my executive MBA at London Business School. Juggling full-time work and study was a challenge of course, but I managed, as did many before me. I met some great people, learned new skills and expanded my network immensely and made great friends to boot. At university I had read Politics, Economics and Philosophy so I guess I like to have more than one thing on at any one time.

Once I graduated with a MBA I was headhunted for a boutique consultancy firm in London where we did strategy execution advisory work for CEOs and Boards all over the world. I spent almost a year travelling from London to New York to Abu Dhabi to Frankfurt. I loved the client work, the challenge was great and kept me on my toes. I learnt loads as each project was
different, each industry unique, each new country a (monetary economic and cultural) mystery in itself. However, I wanted a change.

**Joining A.T Kearney and my current projects**

In 2011 I joined A.T. Kearney and I love it. My projects so far have varied, and I now have the opportunity to really apply the ten years of FMCG experience I have. I can also make a clearer and more considered choice about my career and what sector I want to progress to and in. Consulting is hard work – clients are demanding, and generally speaking your working hours are not always sociable. But it can be totally, utterly and truly amazing. Imagine being part of the turn-around of a company on the brink; advising your client on whether they should buy that company they had any eye on; supporting a major transformation of an entire global supply chain; or setting up the marketing strategy to get the customer in a new market to try a product. All in a year – fantastic!

I can tell you that some people are better at some projects than others. Myself included. And that is for me the whole point about consulting – it makes you learn and push yourself. It gets you out of any comfort zone and although you might excel at one thing you are sure to learn something else very quickly.

**A little bit of advice for you**

I’ve been asked to offer a few words of advice. So here goes:

- Learn how to do a case study. You may be smart, articulate and know what you are talking about. But you have to prove it and make sense to the interviewer and then to the client and if you don’t make sense, you may be right, but you are not right for this job.
- Study the firm you want to join, what they stand for and who they say they are. Make sure it fits with what you believe and want to do. You will be stuck with these people when you are with the client, at the office and at the airport.
- Understand the sacrifices you are willing to make and those you are not. Compromise when you can, not when you are told you need to. Consulting is hard work. You need to be on the top of your game and know your limits.
- Women may think consulting is too demanding for families. I don’t think it needs to be – I believe that if this is the career you want, you can do it. It will be tough but it can be done, and done well. If you are clear on what is really important to you, make sure you choice of organisation is right for you. This is something that A.T. Kearney is very supportive of and if you are good enough to have made it to the top consulting companies, they will support their investment.

Management consulting is hard work but great fun. It’s not for everyone. For those who want it, it’s a competitive market. Use your network.

A CEO I have recently worked with said ‘in God we may trust, but the rest of you need to bring data’. As a consultant your job can be to bring that data, think about how to filter it, create the hypothesis, analyse it all, really understand what it actually means, and present the conclusions – in a way that it makes sense. But, here’s the catch: not only to you, but to the clients. It is, after all, about them.
Jacqueline is a Manager in Deloitte’s Technology Consulting practice with over eight years experience in helping financial services organisations transform their businesses. She is part of the Business Analysis practice within Technology. This group of people sit between the business and technology departments, advising and supporting the delivery of technology-enabled transformation programmes.

Jacqueline leads various teams to deliver a mixture of activities including developing technology roadmaps, vendor selection of package software, business requirements capture, business process design, functional design, test planning and execution. These activities will be across a variety of projects ranging from regulatory changes to large scale programmes replacing organisations core systems.

**Why did you choose a career in the industry?**
I knew from an early age that I wanted a career in technology. At university I undertook a BSc in Computer Systems and had assumed that I would become a software engineer. During my degree I completed an industrial placement in a small software consultancy developing web based solutions for a variety of clients. I had the opportunity to develop software but what I really enjoyed was working directly with a range of clients helping them solve their business problems using technology.

After completing a lot of research and speaking to graduate recruiters and people in the consulting industry, management consultancy seemed like a good fit.

**What is a typical day like for you?**
This is a tough question as no two days are ever the same in this industry!

I generally work with clients at their offices throughout the UK which does means travelling away from home Monday to Friday and staying in a hotel. On a typical day I will generally arrive at the client’s office about 08.00 and finish about 18.00-19.00.

My days are a mix of meetings with client teams and third party suppliers, reviewing deliverables, facilitating workshops, keeping up with my emails and generally managing the delivery of phases of work.

When working away from home the team will generally go out for a meal together at least one night a week, it’s a great way to get to know people and build up your network within the firm.
What do you enjoy most about your Job?
The variety of projects you have the opportunity to be involved in is the most enjoyable aspect of this job for me. I specialise in Financial Services and have had the opportunity to work on projects within retail, corporate and wholesale banking. You get to work with some of the largest organisations in the world on their high profile programmes which can be very exciting.

I enjoy Deloitte’s high performing culture which means you get to work with some of the smartest people in the industry. The learning curve is steep but you get to develop a lot quicker than in most other industries.

What would you like to achieve in the future?
I see myself leading large scale transformation projects within the financial services sector. Longer term I would like to become a partner within the firm building the business for the future or perhaps a CIO at a financial services organisation. In this industry the possibilities are endless...

Do you have any advice for anyone wanting to get into the industry?
My advice would be to make sure you really understand the industry before you embark on a recruitment process. Consulting is very different from other industries. Have a conversation with people you know already in consulting and take full advantage of the careers events held throughout the year. At Deloitte, we always ensure that we have a variety of consultants attending career events at all grades to answer your questions.

Have a conversation with people you know already in consulting and take full advantage of the careers events held throughout the year.
Incoming:

**Insight Sourcing Solutions**

After more than 20 years working for a large Plc Paul Vincent decided to form his own procurement consultancy, Insight Sourcing Solutions. He now helps organisations of all shapes and sizes to buy and sell business services more effectively. Paul also chairs the Consultancy Buyers Forum on behalf of the Management Consultancy Association.

- **Why did you decide to go into consultancy?**
  
  Ever since my late teens I always knew that I wanted to run my own business one day but I never had the ‘golden idea’ that I thought was good enough to take a risk on. Then of course as I became more and more successful in my corporate career the risk of setting out on my own became larger.

  What precipitated me eventually taking the plunge was more by coincidence than design. I was BT’s Procurement Director for their worldwide spend on recruitment, consultancy and professional services at the time and over an 18 month period I designed and delivered a transformation programme that a variety of my peers kept telling me was a real step change in how consultancy and professional services was traditionally bought in the marketplace.

  The work I was leading in BT came to a natural conclusion and I decided that I wanted to try and help other buying organisations realise similar benefits. Then once I had started the business I realised that my ‘buyer’s insight’ was also of great value to those service providers who wanted to engage more positively with the procurement profession.

- **What does your current role involve?**

  The vast majority of my assignments tend to be ‘situational’. Some clients will want me to provide training and coaching support to their people, others will ask me to be more hands on. It all depends on the commercial or customer relationship challenges they are facing at the time. I deliver most of the assignments myself although I have built a strong extended support network that I can call on whenever I need it.

- **How has your career developed?**

  My corporate career had three definite phases. In the first phase I was responsible for buying all sorts of direct goods and services such as telecoms network infrastructure and consumer equipment for onward resale. During the second phase I traversed the company in a wide variety of product and commercial management roles, eventually becoming what you could call an internal change agent. I trained to Black Belt standard in Lean Six Sigma and I was used in different
parts of the organisation to initiate and drive improvements in their business efficiency. My career went full circle in 2007 when I was asked to go back into the procurement function to spearhead an improvement in the way that BT bought consultancy, recruitment and professional services.

**What qualities do you think make a good consultant?**
I will answer this question from two directions. To a consulting firm a good consultant has a high intellect, excellent interpersonal skills, lots of self-confidence and a very strong work ethic. To a buying organisation a good consultant will be someone who can be trusted to do what they said they can do when they said they would do it. They will be genuinely personally motivated to deliver the best possible project outcomes.

**What are the characteristics of a good consulting firm?**
In my personal experience of both buying from and working closely with consulting firms there are three key ingredients you should look for. Firstly a firm that knows what it is really good at; no matter how large the firm they cannot be brilliant at everything (although their sales pitch will often say otherwise!); secondly that they are sufficiently confident in their expertise that they will always base a large proportion of their fees around results; and thirdly that they are actively trying to influence the wider market thinking in their sphere of expertise.

**What advice would you give to someone thinking of joining the profession?**
The consulting profession is not for the faint hearted and you need to be comfortable in conflict situations (making change happen in organisations is hard), you need to be able to deal with frequent changes of focus and direction (often led by clients who don’t know what they don’t know) and most importantly you need to have a passion for excellence.

**What is the Consultancy Buyers Forum?**
The Consultancy Buyers Forum supports buyers and clients of consulting services by enabling anyone who is involved in a purchasing decision to share knowledge and experience with their peers and to learn from the good practice of others. It also enables MCA members to increase their contact with procurement professionals and clients, and to influence the buying process.

Our vision is that over time the Consultancy Buyers Forum will become the networking group to join for people with any form of involvement in how their organisation spends money on consulting services.

To deliver this vision we will seek to provide Forum members with an array of benefits that will not be as easily (or at all) accessible elsewhere, including the opportunity to meet and take part in joint activities and create a ‘one stop shop’ for any information and guidance that can help to inform buying decisions.
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. He continues to work for them in his current role as Associate Principal.

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.

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**Tailor your cover letter to the company you’re applying to and make sure your CV is well structured.**

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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.
- Practice interviewing with friends. There are generally two types of interviews, ones based on the CV and ones based on business cases.
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Routes into consultancy

Similar to many attractive career options, the entrance criteria for management consultancy is tough. Therefore, it is a good idea to understand the routes available to you in order to focus your job search. With the help of Sarah Burgess from BLT these are summarised for you here.

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
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.

There are, however, exceptions to this general rule. Some of the largest practices (e.g. Strategy Houses and the ‘Big Four’ like Deloitte, Ernst & Young, KPMG and PwC) will recruit graduates onto their training schemes. The strategy houses, for example, will take a few of the highest fliers of their year – typically candidates who have achieved a 2.1 or first class degree from one of the most prestigious universities – and usually with a strong numerical basis to their academic background.

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.

Further study - MBAs
In some companies after a period of 4-6 years, junior entrants will need to complete an MBA (sponsored by their employer) in preparation for promotion to the more senior client facing roles. However, it is certainly the case that many of these graduate recruits do not survive the early years – the work is demanding and there is little opportunity for direct client contact.

Specialising in management consultancy later
For many consultants, entry into the profession is made later, typically after having armed themselves with a broad-based 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 functional and/or industry-facing areas.

For example, skills in strategic planning and analysis, Business Process Re-engineering (BPR), organisational change, financial or IT systems and marketing are valuable; as well as exposure to any of the key consultancy markets, such as financial services, fast moving consumer goods (FMCG), technology, telecoms or public sector.

Previous consultancy experience is not a prerequisite at this 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.

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 was hit very hard during the downturn and we are only now seeing the market slowly gathering momentum. As such the market is currently employer driven for many roles and consultancies tend to have very specific requirements for roles. Being able to demonstrate your transferable skills and industry expertise is very helpful and can help candidates make the leap from industry to consulting.

As a consultant you must be someone who relishes this volatility and the challenges it imposes.

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 imposes.

Sarah Burgess works at Beament Leslie Thomas (BLT) www.blt.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. Sarah herself was voted Best Individual Recruiter in 2011.
Types of consultancy projects vary enormously and this is also true of the firms. 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.

Consultancy practices can be broadly divided into the following types:

**Generalist**
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. Many of these grew out of the audit firms, while others developed within IT service companies.

**Strategy consultants**
These consultancies are much smaller than the generalist firms and the majority of them are American. As the term suggests, they primarily offer strategic advice to companies on a project-by-project basis. 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.

**Information technology consultants**
These firms give specialist 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 consultants**
The specialist advice offered by financial consultancies ranges from the installation of budgetary control systems, profit planning or capital and revenue budgeting, office reorganisation and administrative arrangements.

**Niche firms**
Much of the growth in UK consulting has been as a result of consultants leaving the larger firms and setting up their own consultancy firms in a particular sector or offering a specialist service.

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

Marketing
Market research and business forecasting, sales force training and the organisation of retail and wholesale outlets.

Financial and management controls
The installation of budgetary control systems, profit planning or capital and revenue budgeting, office reorganisation and administrative arrangements.

Human resources
Advising on personnel policy, manpower planning, job enrichment, job evaluation and industrial relations.

Information technology
Defining information needs, the provision of software, systems analysis and design, computer feasibility studies, implementing computer applications and making computer hardware evaluations.

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
Setting of policy and strategy, customer satisfaction, performance measurement, people management and processes.

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 to 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 (by sector or physical area) and offer as extensive an experience as the larger firms within the constraints of their chosen business scope.

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 when you decide to change your horizons to meet your long-term career needs.
Finding the right job

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?
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 - 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 real work environment as well as looking good on your CV. It can really help to make an informed decision on various career paths that are open to you. It will provide an opportunity to explore options first-hand and gain insight into a specific organisation or industry.

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.

Most work experience roles will have a recruitment process which will provide great practice for graduate application forms and interviews.

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

**Top tips**

There are various sources you can use and one of the best available is your university careers service. Most careers services 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 industry or a job that you are interested in, contact them to see whether you can get some informal work experience. Finally, put time into your application. Competition for work experience roles can be tough. The time you put in upfront into the application and assessment process will bring you large rewards.

Gemma Guy is Graduate Recruitment Manager at PA Consulting Group.
Useful resources

If you need some more information about the management consultancy profession or where to find a postgraduate course, take a look at some of the following.

**Publications**

6. **Flawless consulting: A guide to getting your expertise used** (3rd ed.) by Peter Block, 2011.
7. **The consultant's quick start guide: An action plan for your first year in business** (2nd ed.) by Elaine Biech, 2009. Also available as an ebook.
8. **Management consulting: Delivering an effective project** (3rd ed.) by Philip Wickham and Louise Wickham, 2008. Also available as an ebook.

**Some useful websites**

**Skillfair**: Member based marketplace to help businesses find consultants and consultants find new clients. www.skillfair.co.uk.

**Top Consultant**: Offers a discussion forum and an e-newsletter. www.top-consultant.com

10. **The basic principles of effective consulting** by Linda K Stroh and Homer H Johnson, 2006.


**Organisations**

**Institute of Consulting**, 4th Floor, 2 Savoy Court, Strand, London, WC2R 0EZ.
T: 0153 620 7307, www.iconsulting.org.uk

**Management Consultancies Association**, 60 Trafalgar Square, London WC2N 5DS.
T: 020 7321 3990, www.mca.org.uk

**British Expertise**, 10 Grosvenor Gardens, London SW1W 0DH.
T: 0207 824 1920, www.britishexpertise.org

**All Business Links** is a general business advice service. T: 0845 600 9006, www.businesslink.gov.uk

**Institute of Management Consultants and Advisers** for the Republic of Ireland. www.imca.ie

**The Richmond Group**, www.rgconsult.com

**Postgraduate consultancy courses**

**London South Bank University**: This university offers a range of postgraduate courses including an MBA and MSc in Management in Civil Society. www.lsbu.ac.uk

**University of Reading**: The range of courses on offer include MA in Business and Finance in Emerging Markets and MSc in International Business and Economic Development. www.reading.ac.uk

**Aberystwyth University**: Within their School of Management and Business, courses include MSc (Econ) International Business Management and MSc (Econ) Accounting and Finance. www.aber.ac.uk

**Oxford Brookes University**: Oxford Brookes Business School offers Certificates, Masters and PhD courses in subjects such as Business Management, Management and Leadership and HR Management. www.brookes.ac.uk

This list is only a limited selection of postgraduate courses available.
The Institute of Consulting is the professional body for consultancy. Their role is to be the standard-setter and standard-bearer for the consulting industry and have clear strategic priorities that deliver exclusive benefits for their members. These standards are set in consultation with practitioners in business consulting and academics researching the profession and other interested professionals.

They specify what is expected from professional practising business consultants and it is the Institute of Consulting’s job to make sure the professional standards are adhered to. Membership, therefore, clearly demonstrates that you will work professionally and your clients can be assured that you will put professional standards first in all that you do with them.

In addition, the Institute of Consulting is the only UK based organisation that has the authority to confer the Certified Management Consultant (CMC) Award for competence in consultancy. This award demonstrates that a management consultant has strong consultancy skills and experience, assessment involves endorsement by client references. It is a challenging process and differentiates consultants and demonstrates competence to work in the areas of consultancy in which they claim proficiency.

The Institute provides the means for business consultants to demonstrate that they work to high professional standards and have the necessary knowledge, skills and experience to carry out competently the assignments they accept. This is a significant differentiator for business consultants when meeting potential clients.

Joining the Institute of Consulting
Whether you’re a sole practitioner or employed within a consultancy, membership from 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
Full membership is open to practising consultants. Members can be admitted as students if they are interested in becoming business consultants. Anyone who works in another field and wishes to become a consultant may join as an affiliate and when their experience develops move into one of the full membership grades. All grades allow access to benefits.

You will find information about membership as well as the full range of benefits at www.iconsulting.org.uk/membership or alternatively, call on 01536 204 222.

Contact details
Institute of Consulting
4th Floor, 2 Savoy Court
Strand
London WC2R 0EZ
www.iconsulting.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 offers consultants a structured professional development framework to support ongoing learning and development. They offer 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, their specialist programmes are delivered by a range of training providers who are externally quality assured on a regular basis.

The Institute of Consulting has several professional qualifications – the Certificate in Management Consulting Essentials, Diploma in Management Consultancy, a Certificate and Diploma in Business Support and the ultimate accolade – the Certified Management Consultant (CMC).

The professional development framework defines qualifications that will develop and assess your skills in the following areas:

• Management consultancy
• Business support/advice.

Beyond the qualifications, experienced consultants can apply for the Certified Management Consultant (CMC) Award which is a marked differentiation for the confident and competent consultant. 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 Certificate in Management Consulting Essentials provides an introduction to management consultancy. 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, it will help you learn about:
• Consultancy roles
• Consultancy cycles
• Effective project delivery
• Client relationships
• Structured knowledge, research and analysis
• Communication 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 Diploma in Management Consultancy 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:

• Professional practice
• Professional development
• Managing consultancy interventions
• Organising structure and culture
• Entry and diagnosis
• Interpersonal interaction
• Group techniques
• Communicating with impact
• Effective project management
• Tools and techniques for effective consulting.

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

The Certificate and Diploma in Business Support are work-orientated qualifications and facilitate career progression in providing business support by developing skills, knowledge and understanding.

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 units 1–8 of the syllabus. Assessment for these units can include evidence drawn from observation of client contacts, simulation, candidate reflective accounts, professional discussion, oral and written questioning, testing and evidence from prior experience.

To obtain the Diploma, candidates must take the additional unit (unit 9) which is a 4,000–4,500 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:

1. Maintain effective business support relationships with clients.
2. Help the client to analyse the business and decide the way forward.
3. Enable clients to implement changes in their business.
4. Encourage clients to act for themselves.
5. Develop networks to provide access to information, support and resources.
6. Evaluate the quality of your own practice in business support.
7. Develop your own ability to provide business support.
8. Monitor the performance of the business support service.

To achieve the BSD, candidates must complete all of the eight Business Support standard units above, and one additional unit:

9. Business support project.

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 Institute of Consulting 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.iconsulting.org.uk/qualifications.
About the MCA

The Management Consultancies Association (MCA) is one of the leading professional bodies for the 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.

The Management Consultancies Association (MCA) is a leading trade body for the management consulting industry in the UK. Most of the country’s top firms belong to the MCA as they push for higher standards in the industry and promote the contribution their 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 more than 60% of the UK consulting industry in fee income, estimated to be worth £9-10 billion in 2011, 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. They recognise and celebrate this diversity – their members include ‘pure’ strategy and management consulting firms, IT, engineering, HR and outsourcing companies, as well as accounting and corporate advisory firms. 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 2011 is best characterised as one of consolidation and growth. There has been a recovery from the recession of 2008-09 and fee income is running at the level achieved in the immediate pre-crisis period. Following the 2010 election, public sector work has declined to around 20% of the total but this has been more than compensated for by growth elsewhere, especially in financial services.

Employment levels in consulting have also recovered. Many firms are hiring junior staff again while also investing in the expertise of their senior consultants.

A world leader

According to a Government sponsored report, management consultancy in the UK is ‘a world leader’. The MCA’s recent research work, published in The Value of Consulting, suggests that, on average and across the range of consulting work, benefits to clients are worth around £6 for every £1 spent. Management consultancy is increasingly recognised as a key part of the professional services sector in the UK and a competitive advantage for the British economy.

This makes consultancy an exciting place to work; many of the most significant advances in business
and the public sector are shaped, influenced or delivered by management consultants. One feature of recent years has been the growing importance of management consultancy as an export. UK based consultancies are increasingly finding new markets abroad – particularly the Middle East, emerging markets in central and Eastern Europe and, increasingly, Latin America.

The role of the MCA
Their mission is: ‘To promote the value of management consultancy for the economy and society as a whole.’

To achieve this, the MCA focuses on three key roles:
• Being a powerful voice for the consulting industry.
• Standing up for high standards of professionalism and integrity within the industry.
• Creating better engagement with and between members and their staff.

A powerful voice for the industry
The MCA informs and influences public debate on topical issues, and provides authoritative data on the industry. They commission research and policy analysis and represent the industry in discussions with Government and other stakeholders. Their 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 association tells 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. Their members meet strict entry criteria and annually confirm their compliance with their 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 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 their Council which helps set the agenda for the industry and guide MCA activity.

They facilitate the sharing of experience and best practice within the industry through initiatives such as the Young MCA, Future Leaders Forum, the Consultancy Buyers Forum and a set of issue based working groups and committees that shape their events, policy and research programmes.

For more information
You will find more information about the MCA on their website at www.mca.org.uk.
EMPLOYER DIRECTORY
About us
A.T. Kearney is a leading global management consultancy, helping some of the world’s largest companies to achieve a 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. 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.
Who we are
Bain & Company is one of the world’s leading strategy consulting firms. For the last nine 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 the London office and a further two week global training programme in Cape Cod, Massachusetts, 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.

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<td>Starting salary</td>
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<td>Benefits</td>
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How to apply
Covering letter and CV online

Contact information
Harriet Southgate
40 Strand
London WC2N 5RW
www.joinbain.com

Application deadline
4 November 2012

Scan for Bain & Company’s live jobs

For consulting jobs & more info, visit www.insidecareers.co.uk/mancon
Do you love a challenge and see a problem as an opportunity to find a solution? Are you not only eager to make a difference but also determined to make it happen? Do you aim at building a personally and professionally rewarding career? If so, we encourage you to apply for a position with us.

Management consulting at its best
The Boston Consulting Group (BCG) is a global management consulting firm and the world’s leading adviser on business strategy. We support clients from all sectors and regions to navigate demanding business environments. To build the strongest teams, we seek to hire new talent – people as passionate as we are about creating lasting change.

At BCG, you will partner daily with the world’s leading businesses in all sectors and regions to identify their highest-value opportunities, address their most critical challenges and transform their businesses. You will drive client results, helping leaders in business not just play better, but change the rules of the game.

Chart your own course to success
At BCG, you will be mentored, stretched and intellectually challenged. Working in close-knit teams on a wide variety of projects in different industries and participating in our international training programme will help you develop a comprehensive toolkit of business and management skills. In addition, you can also be sponsored through an MBA at a leading business school, choose a secondment with a world-class client or work in one of our many offices around the world. The knowledge, experience and skills you’ll gain will provide the springboard you need to excel in any field within BCG or beyond. Within BCG you’ll find a career of challenge and reward.

Win with BCG
Since 1990, we have grown at an industry-beating 15% annually. In the last six years alone, our revenue has doubled and we have added more than 15 offices, building on our strengths in every market in the world. This record growth creates expansive opportunities for our people: broader choices, faster learning and rapid advancement. If you have excellent analytical abilities balanced with impressive interpersonal skills, as well as drive and curiosity, please consider realising your potential at BCG.

To learn more about BCG, our work and our people, please visit our website at www.bcg.com.
YOUR FUTURE STARTS HERE.

At BCG, your potential is limited only by your talents and ambitions. The knowledge, expertise, and skills you gain will provide the springboard to excel in any field—within BCG and beyond. We grow, you grow with us.

To learn more about BCG, our work, and our people please visit our Web site www.bcg.london.com
Booz & Company is a leading global management consulting firm, helping world top businesses, governments, and institutions. It is the oldest management consulting firm still in existence and the first to use the term ‘management consultant’.

We are a firm of practical strategists known for our functional expertise, industry foresight, and ‘sleeves rolled up’ approach to working with our clients. We are collaborative by nature and bring together the best people in the world.

A career at Booz & Company brings clear advantages: one of the best-regarded firms, continual learning, extraordinary projects and high rewards. We want our people to have better developed skills, expertise and opportunities in our firm than anywhere else. Each experience helps build a successful career and better prepares our people for their next challenge.

If you are bright, motivated and numerate, Booz & Company offers you a career with diverse and challenging assignments, engaging colleagues, unmatched opportunities for professional growth and achievement, and the satisfaction that comes from helping clients solve their most critical issues. But we know there is more to life than work, and that we all benefit when employees are happy, healthy and leading a well-balanced life. We also offer employees abundant opportunities to give something back to their communities through self-chosen projects, firm sponsored volunteer projects and pro bono assignments at non-profit organizations.

As you would expect, we offer competitive compensation and benefits, and the security of working with a firm that has enjoyed long term stability and growth. We offer all new hires a clearly structured career path. In addition to on-the-job training, we have an extensive programme of courses designed to help you develop the analytical and core consulting skills to enable you to deliver real impact on client projects. For successful consultants we also offer sponsorships to attend top business schools as part of individual career development plans. We look for outstanding applicants from any degree disciplines that have strong analytical, quantitative and interpersonal skills. Ideal candidates are dynamic and creative problem solvers possessing excellent leadership and team working experience.

No. of employees
3,000

Locations
60 offices in more than 30 countries

International opportunities
Yes

Type of work experience offered
Internships

No. of work experience vacancies
No fixed quota

No. of graduate vacancies
No fixed quota

Disciplines recruited from
All degrees considered

Min. degree required
2.1

Min. UCAS points
340

Starting salary
Competitive

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

How to apply
Covering letter, CV and application form via www.booz.com/uk

Contact information
7 Savoy Court
Strand
London WC2R 0JP
www.booz.com/uk
london.recruiting@booz.com

Application deadline
30 October 2012 (full-time positions)
CHP Consulting is a leading provider of software and consulting services to the global asset finance industry. Established in 1990, CHP has grown steadily and had a turnover of £27 million in 2011. Our clients include top banks, equipment manufacturers and finance companies such as Bank of America, Barclays Asset Finance, Commonwealth Bank of Australia, ING Lease, Nissan Finance, Société Générale and Toyota Financial Services. CHP was named in The Sunday Times’ Best 100 Small Companies to Work For in 2005 and 2006, and has received the Best Companies Accreditation from 2007 to 2012.

We have an exceptional track record of implementing business transformation projects on time and on budget. You will be based in London, work on projects in the UK and Europe and, if you fancy it, maybe even the USA, Australia or New Zealand.

We have many clubs and societies – including football, rugby, squash, photography, surfing and running – which are organised and driven by staff. Throughout the year, however, you will also enjoy events put on by the company, such as the annual conference, partners’ dinner, company meetings at eight-week intervals, go-karting and five-a-side football competitions.

No. of employees
175

Locations
London (HQ), Australia and USA

International opportunities
Yes

No. of graduate vacancies
15

Disciplines recruited from
All degrees considered

Min. degree required
2.1

Min. UCAS points
320

Starting salary
£35,000

Benefits
25 days holiday, healthcare scheme, pension scheme, study support, interest-free loan, season ticket loan, life assurance, social events

How to apply
Online application form (applications are processed as they are received)

Contact information
T: 020 7920 2722
www.chpconsulting.com
recruit@chp.co.uk

Application deadline
Ongoing

For consulting jobs & more info, visit www.insidecareers.co.uk/mancon
Who we are
FTI Consulting, Inc. is a global business advisory firm dedicated to helping organisations protect and enhance enterprise value in an increasingly complex legal, regulatory and economic environment. We are currently recruiting in our economic and financial consulting practice in Europe.

FTI Consulting is one of the world’s thought leaders in economic and financial consulting. We provide our clients with clear analysis of complex economic and financial issues for use in legal and regulatory proceedings, strategic decisions and public policy debates. Our clients include leading law firms, corporations and government agencies.

What we do
Our people work together to solve complex unstructured problems in economics and finance. All of our projects are unique and involve different challenges, such as:
• How should European energy markets be regulated?
• How valuable is Premier League status to a football club?
• How much should competing operators pay for access to Sky Sports?
• How can the economic concept of market definition be applied in the financial services industry?

Do you have what it takes?
We are looking for exceptional graduates and postgraduates who have or expect a first or upper-second class degree from a top university. We look for highly numerate, analytical and inquisitive individuals, who have a desire to expand their skills through further training and challenging projects.

We offer our recruits a wide range of training opportunities, starting with a two-week induction programme introducing the key technical aspects of the job. We help you to develop these skills with a range of in-house training courses as well as supporting further qualifications, such as ACA, CFA, or Masters programmes in related areas.

If that sounds like you and you would like to find out more, visit our website www.fticonsulting.co.uk/graduates where you can also download our brochure.

No. of employees
3,800

Locations
London and Paris

International opportunities
Yes

Type of work experience offered
Internships and industrial placements

No. of work experience vacancies
Limited

No. of graduate vacancies
Up to 15

Disciplines recruited from
Any numerate or semi numerate degree

Min. degree required
2.1

Min. UCAS points
320

Starting salary
Competitive

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

How to apply
Covering letter and CV by email

Contact information
Davidson Building
5 Southampton Street
London WC2E 7HA.
T: 0207 632 5147
econ.graduates@fticonsulting.com
www.fticonsulting.co.uk/graduates

Application deadline
30 November 2012

Scan for FTI Consulting’s live jobs
Make the most of who you are. Be you.
Get your career off to the very best start with Hymans Robertson, the UK’s leading, independently-owned pensions, investments and benefits consultancy.

We offer a comprehensive programme of training and support to our trainee consultants, plus unprecedented opportunities to work with people from across the firm right from the start. That means you’ll get all the help you need to achieve your professional qualifications, while also receiving some of the best possible hands-on experience.

If you’ve already decided to work in pensions and employee benefits or are looking for a rewarding career in the financial industry, becoming a consultant with Hymans Robertson is a great step forward and will provide you with an array of skills you simply won’t find in any other profession.

You’ll be trained in economics, probability, statistics, financial mathematics and more, and also be given the opportunity to apply your skills. And you’ll receive in-house coaching to help you develop your commercial awareness, communication and problem-solving skills. We’re totally committed to providing a complete understanding of the industry so you can fulfil your potential and really make your mark.

Spirited performance
Indeed, our whole culture is based around teamwork and achievement. You will be actively encouraged to take on new challenges and get involved in client projects from a very early stage. You’ll work with some of the sharpest minds in the profession, including people from across our business, senior partners and owners of our firm.

Go your own way
You can create a completely individual plan of study with your appointed mentor, who will be on-hand to prepare you for each challenge. We also offer a comprehensive study programme and great flexibility in exam structure. That means you can advance your career as quickly as you want and in your own way.

No. of employees
550

Locations
Birmingham, Edinburgh, Glasgow and London

International opportunities
No

Type of work experience offered
Internships

No. of work experience vacancies
7+

No. of graduate vacancies
14+

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

Min. degree required
2.1

Starting salary
Highly competitive

Benefits
A generous leave entitlement with the option to purchase more, bike scheme, healthcare scheme, interest-free loan, pension scheme, performance bonus, season ticket loan, social events and study support

How to apply
Submit an application form online at www.hymans.co.uk/careers

Contact information
Arthur Rahn T: 0207 082 6192
(London and Birmingham)
Carla Henison T: 0141 566 7894
(Glasgow and Edinburgh)

Application deadline
5 November 2012

Scan for
Hymans Robertson’s live jobs
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 900 staff in 20 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 program before becoming a contributing case team member.
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.
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.

No. of employees
7,000 (consultants)

Locations
Worldwide

International opportunities
Yes

Type of work experience offered
Internships

No. of work experience vacancies
No fixed quota

No. of graduate vacancies
No fixed quota

Disciplines recruited from
All degrees considered

Min. degree required
2.1

Min. UCAS points
340

Starting salary
Competitive

Benefits
25 days holiday, healthcare scheme, pension scheme, golden hello, gym membership, social events

How to apply
Upload CV and transcripts online

Contact information
T: 020 7961 7070
london_opportunities@mckinsey.com
www.mckinsey.com/careers

Application deadline
31 October 2012

Scan for McKinsey & Co’s live jobs
Monitor is a leading global strategy consulting firm that works with the world’s leading corporations, governments and social sector organisations to drive growth. Monitor offers a range of services to deliver sustainable results: Strategy and Uncertainty, Innovation, Leadership and Organisation, Marketing, Economic Development and Social Action.

Founded in 1983 by six entrepreneurs with ties to Harvard Business School, Monitor brings leading-edge ideas, approaches and methods to bear on clients’ toughest problems and biggest opportunities.

With 1,300 employees across the globe in 16 offices, we have the scale to serve the biggest clients – multinational corporations and national governments – as well as to offer a truly diverse and international experience for our employees. However, we remain small enough to function as a close community in which individual needs and aspirations are given careful attention.

**Careers at Monitor**
Monitor offers you a career of lifelong learning, growth and accelerated development. We provide an unparalleled opportunity to learn a variety of business disciplines and create lasting impact across an array of institutions. Our belief in meritocracy means you can accelerate to leadership positions as rapidly as your skill set allows and our apprenticeship model invests in you along the way, making sure you have the skills and tools you need to succeed.

**What we look for**
We are looking for candidates to demonstrate three key characteristics through our interview process:

1. **Capabilities** – including both analytical excellence and strong interpersonal skills.
2. **Capacity to learn** – including evidence of a candidate’s ability to take feedback, learn from it and integrate it into their perspectives and solutions.
3. **Commitment** – including interest in, and passion for, the business problems our clients face and the kind of opportunities and culture that define Monitor.

**Company Details**

- **No. of employees**: 1,300
- **Locations**: Worldwide
- **International opportunities**: Yes
- **Type of work experience offered**: Internships
- **No. of work experience vacancies**: No fixed quota
- **No. of graduate vacancies**: No fixed quota
- **Disciplines recruited from**: All degrees considered
- **Min. degree required**: 2.1
- **Starting salary**: Competitive
- **Benefits**: 20 days holiday, healthcare scheme, golden hello, season ticket loan, life assurance, bike scheme, performance bonus, social events

**Application Details**

**How to apply**
Covering letter and CV online via www.monitor.com

**Contact information**
Helena Doherty
Michelin House
81 Fulham Road
London SW3 6RD
T: 0207 838 6500

**Application deadline**
4 November 2012
20 January 2013 (summer internship)

**Scan for Monitor’s live jobs**
About us
Oliver Wyman is a leading global management consulting firm that combines deep industry knowledge with specialised expertise in strategy, operations, risk management, and organisational transformation. We work alongside our clients to develop practical solutions that deliver real impact.

What we offer
Oliver Wyman is specifically structured to attract, retain and reward outstanding people. We are distinct from our peers in focusing on your long-term career development. We hire with the vision to see new consultants through to partner within 6-9 years.

Consulting candidates can apply to either or both of our distinctive career tracks:
• Financial Services Management Consulting (FSC)
• General Management Consulting (GMC).

What we are looking for
We are seeking candidates who are inquisitive, motivated and have strong analytical and quantitative skills. Clarity of thought and expression are fundamental, together with a down-to-earth, personable manner. An interest in travel is a must, as our international staffing model will take you to exciting locations around the world. We encourage a strong entrepreneurial spirit at Oliver Wyman and are looking for people who can help us grow our business into exciting new areas.

Supporting your professional development
Oliver Wyman is committed to investing in professional and personal development. We offer unrivalled opportunities for learning with a structured programme of ongoing training throughout your career. At the same time we recognise that consulting is an apprenticeship, and nothing can beat high quality ‘on-the-job’ learning.

We offer a range of sabbatical programmes, such as externships, non-profit fellowships and the 10-11 month year to allow you to pursue other interests during your career. We also provide a springboard and support for further study. Our alumni have a strong track record of getting into the best business schools and occupy many high profile positions in industry, private equity and non-profits.

No. of employees
3,000

Locations
London and worldwide

International opportunities
Yes

Type of work experience offered
Internships

No. of work experience vacancies
No fixed quota

No. of graduate vacancies
No fixed quota

Disciplines recruited from
All degrees considered

Min. degree required
2.1

Min. UCAS points
340

Starting salary
Highly competitive

Benefits
23 days holiday, healthcare scheme, pension scheme, golden hello, season ticket loan, life assurance, bike scheme, stocks & shares, performance bonus, social events

How to apply
Covering letter and CV online via www.oliverwyman.com/careers

Application deadline
1 November 2012 for Nov 2012 offers
16 December 2012 for Jan 2013 offers

Scan for Oliver Wyman’s live jobs
Trainee profile

Name: Victoria Young  
University: University of Oxford  
Degree: BA Classics  
Location: London  
Role: Senior consultant

I joined Oliver Wyman as a summer intern in 2008, as I wanted to decide if consulting was the career for me. Over the summer, I enjoyed the broad scope of opportunity and the strong emphasis on personal development. By September, I’d confirmed that this was for me and accepted a full-time offer to start in 2009.

My first project was for a global hotel chain, identifying ‘ancillary revenue’ opportunities – in other words, how to generate more money from everything but the room itself. We worked with the European leadership team to develop and evaluate ideas. Each idea was fully supported by detailed operational data, and I quickly became an expert on all aspects of the business, from the price of a glass of red wine to the number of chairs in their restaurants.

Since then I have worked on a variety of projects across travel, retail and distribution. We are able to specialise early in a particular area, but I have chosen to work across a number of industries. Although each project brings a steep learning curve, it’s an exciting challenge. Of course, there’s always plenty of support from more experienced colleagues and there’s also more formal training in conjunction with other European offices. Not only is the training invaluable for project work, it’s a great way to meet people from across the firm.

Even when working abroad, I usually come back to the office on Fridays for training sessions and to catch up with the rest of the office. We often round off the week with ‘happy hour’ drinks or an office social event like wine tasting or crazy golf. We also venture further afield; I’ve just spent a weekend in Stockholm for the annual Oliver Wyman football tournament. I’ve even taken up new hobbies and practice Bikram yoga most weekends.

So far, I’ve really enjoyed working at Oliver Wyman. There’s a fantastic group of people – collegial, open and fun – from many different backgrounds. The breadth of opportunities on offer exposes you to a variety of demanding projects, where you are pushed and supported to learn with each new challenge. Most importantly, whatever the industry sector, issue or country, I always feel we are genuinely helping our client transform their business, right from day one.
Start your career with PA Consulting Group

PA Consulting Group is a leading management and IT consulting and technology firm. Independent and employee owned, we operate globally in more than 30 countries and transform the performance of major organisations in both the private and public sectors. We look to hire exceptional people and provide them with opportunities that they will not find elsewhere. PA offers a career in consulting, not just a job, a stake in our firm and an environment where individuals and ideas matter.

Why join?

Here in PA, we offer significant responsibility early on and put a premium on autonomy of career direction and development. There is rapid progression for high performers and a clear career path supported by excellent training and development.

Your role as a graduate analyst will be diverse and involve supporting consultancy teams on projects. Typical activities can include gathering and manipulating information, presenting conclusions to the rest of the team, managing project plans, assessing risks and issues, or documenting client requirements. This is to name but a few of your roles, as your duties will be ever changing as you work in tandem with the client’s requirements.

Graduate training programme

As a graduate your first two weeks with PA will be an intensive residential training programme, where you will join other new analysts from other practices and offices around the world. This programme will equip you with an understanding of our culture and values, give you grounding in consulting skills and the knowledge needed as an analyst. The programme will also help you begin to develop the practical skills needed for working with clients on assignment.

Business areas include:

- Energy
- Financial Services
- Shared Services & Outsourcing
- Defence & Security Services
- Technology & Innovation
- Government Services
- Information Technology
- People and Operations Excellence
- Project Management
- Strategy and Decision Sciences

No. of employees
c. 2,500

Locations
London, Manchester and Melbourn (Cambridge)

International opportunities
Yes

Type of work experience offered
Internships and industrial placements

No. of work experience vacancies
c. 12

No. of graduate vacancies
c. 40

Disciplines recruited from
All degrees considered

Min. degree required
2.1

Min. UCAS points
300

Starting salary
Competitive

Benefits
25 days holiday, healthcare scheme, pension scheme, golden hello, company share options, performance bonus

How to apply
Please upload a covering letter and CV via the website. Early applications are strongly advised.

Contact information
For queries: graduaterecruitment@paconsulting.com
For applications: www.paconsulting.com/careers and click on ‘Campus Recruitment’

Application deadline
31 December 2012

Scan for PA Consulting’s live jobs
Careers that provide a wide variety of challenging opportunities in a company that offers the training and assignments you’d expect from a big firm, but with an unprecedented level of exposure to clients and other disciplines. For those who are prepared to turn accepted wisdom on its head in the pursuit of the right solution, this is the place to make an impact. And since PA is wholly owned by its employees, everyone of us has a real stake in its success.

If you are interested in applying for our Graduate opportunities, please submit your CV and Covering Letter online at www.paconsulting.com/careers and click on Campus Recruitment.
Your career is just that, yours. You choose it. You live it. You make it happen. To get the best from it, you need the best opportunities. That's why opportunities are at the heart of a career with us. Opportunities to grow as an individual, to build lasting relationships and make an impact in a place where people, quality and value mean everything.

Consulting opportunities with PwC
There are a number of routes available for you to choose from:

In our consulting practice, you can choose to start your career by building your core skills in Management consulting. You’ll rotate across seven competencies during your first 21 months, after which you’ll specialise in either: operations, finance, strategy, people and change, risk, technology, or project and programme management.

Or if you want to specialise straight away, you can join one of our specialist consulting areas:

**Strategy consulting** focuses on the key strategic issues businesses face. The advice offered covers everything from competitive landscape and market trends analysis, to holistic business strategy creation.

**Economic 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.

We’re proud, based on the opportunity we offer, that students have voted us the number one Graduate Employer in The Times Top 100 Graduate Employers survey for the last nine years. Whichever route you choose, by joining our consulting practice, we’re sure you’ll have a rewarding and stimulating career with us.

Take the opportunity of a lifetime.
The experience stays with you

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, the most stimulating work and the most varied opportunities imaginable. Join us in one of our five 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.

It’s the opportunity of a lifetime.

www.pwc.com/uk/careers
www.facebook.com/PwCCareersUK

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Founded in 1967, Roland Berger Strategy Consultants is one of the world’s leading strategy consultancies. With 51 offices in 36 countries, the company has successful operations in all major international markets.

**Strong personalities**
At Roland Berger, you won’t find standard consultants, but outstanding individuals. Fascinating people with highly diverse interests and abilities. Colleagues with whom you want to exchange ideas and vibrant teams from which you can learn a lot. We don’t want to force you into a standardised mould, we want to benefit from your strengths. Here, you’re not just part of a team, but you actively help shape it.

**Entrepreneurship**
Roland Berger gives you the opportunity to demonstrate entrepreneurial spirit from the very beginning. Entrepreneurship means taking responsibility, contributing your own ideas and implementing them — internally and with our clients. To achieve our goals, we roll up our sleeves and get to work — for the success of all.

**Right in the game**
We don’t consult from a distance. We’re very close to our clients, often on-site around the world. We speak the language of our clients, know their products, their concerns and their visions. There is never a routine and no day is predictable. That’s because every project is different and every client is special.

**London office**
The London office’s main practice areas are Aerospace & Defence, Consumer Goods, Engineered Products, Private Equity and Telecommunications. Additionally, we offer functional expertise in Financial Investor support, Operations, Restructuring, Strategy and War-Gaming.

The London office has a challenging, friendly and supportive working environment with a strong international element in our work. Consultants benefit from a comprehensive training scheme, the two-week induction course for new entrants includes training in consulting skills, an introduction to our corporate culture and a great opportunity to network.
Take up the challenge

The link between low family income and poor educational attainment is stronger in the UK than in almost any other developed country. Teach First believes that this is more than unfair – it’s unacceptable and it can’t be allowed to persist. Through Teach First, thousands of people are doing something about it and having a massive impact on young people’s lives.

Teach First is an influential charity and movement for social change focusing on the damage and injustice done to young people by educational disadvantage. It provides the training and support to enable high calibre graduates to make a real impact, transforming the life opportunities of young people in primary and secondary schools around the country. At the same time, Teach First helps graduates to dramatically enhance their own career potential and become part of a powerful network that is effecting profound change – in schools, boardrooms, government and everywhere in between.

Teach First offers an exceptional Leadership Development Programme which includes in its first year a PGCE qualification. With high quality training, supportive coaching and ongoing alumni opportunities, Teach First provides a unique platform of skills and experience to take forward into any future career. That’s why over 80 companies, government agencies and public bodies back Teach First’s ability to effect change and to develop leaders for the future.

Put simply, graduates who can engage, manage and inspire a class of young people can handle pretty well any situation in any industry. Few other options offer the same degree of genuine responsibility so early. Rarely, if ever, will graduates have the opportunity to make such a direct and important impact.

Take up the challenge; get involved, Teach First.
Towers Watson is an exciting place to begin your career. Along with a formal training programme, you’ll gain valuable insights into the business needs of some of the world’s most sophisticated organisations.

**Who we are**
Towers Watson’s mission is to contribute to their clients’ success through utilising their unique capabilities and deep expertise. We provide the vision, ideas and answers to positively affect their business results. Towers Watson’s roots may go back more than 130 years, but their vision is firmly fixed on the future. In March 2012, Fortune magazine ranked Towers Watson as number one in its industry and on its list of the World’s Most Admired Companies.

**What we offer**
The advice given by our Talent & Rewards Consultants is grounded in years of research and supported by industry-leading talent and reward data and models that analyse the effect of talent and reward decisions on an organisation’s ability to attract, retain and engage employees and sustain a high-performance culture.

You will have immediate exposure to actual client assignments. Our graduate programme is designed to challenge your imagination and creativity as well as your ability to analyse data, draw conclusions and present recommendations. The programme will help you to quickly build technical knowledge, consulting skills and overall industry experience.

**What do we look for?**
We need talented and flexible individuals with superb problem-solving and communication skills who meet our entry criteria. Our work means that we are finding solutions for clients that have to be tailored, meet their needs, and that are adaptable to volatile market conditions or changes in requirements.

**Top three reasons to join us**
- Opportunities from day one for involvement in client work.
- Excellent graduate career development programme.
- Collegial working environment with world-class experts.

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**APPLICATION DETAILS**

**No. of employees**
14,000

**Locations**
London

**International opportunities**
Yes

**Type of work experience offered**
Internships

**No. of work experience vacancies**
5-10

**No. of graduate vacancies**
10-15

**Disciplines recruited from**
Various

**Min. degree required**
2.2

**Min. UCAS points**
280

**Starting salary**
Competitive

**Benefits**
25 days holiday, bike scheme, healthcare scheme, life assurance, pension scheme, performance bonus, season ticket loan, social events and study support

**How to apply**
Online at www.towerswatson.com/graduate/uk
We encourage you to apply by the first deadline

**Contact information**
Graduate.uk@towerswatson.com

**Application deadline**
Check website

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Scan for Towers Watson’s live jobs
ZS

Company overview
ZS Associates is a global leader in sales and marketing consulting, outsourcing, technology and software. With more than 2,000 professionals in 20 offices around the world, ZS Associates is noted for its strong presence in the pharmaceutical and health care industries, yet our work has expanded into selected other industries.

Roles for undergraduate students and PhD students
ZS Associates offers two positions to undergraduate and PhD students: Business Associates (BAs) and Business Analytics Associates (BAAs), both of which leverage their analytic skills to derive insights and solve problems for our clients and project teams, gaining immediate responsibility for project deliverables.

BAs engage in developing customer insight, applying problem solving frameworks to client issues and supporting clients in change initiatives. More specifically, they:
- Design market research instruments (surveys, interviews, etc.).
- Integrate information to create insight into client issues.
- Leverage problem solving skills and frameworks to develop solutions.

BAAs employ advanced analytic techniques in areas including modelling, simulation and optimization. More specifically, they:
- Develop advanced statistical models that relate marketing or sales activities to financial results.
- Simulate the impact of a client’s future marketing or sales activities on their future real world results.
- Leverage optimization techniques to guide clients and ZS teams to the best decisions.

Requirements
We welcome applicants from all disciplines, however:
- BAs often have degrees in business, economics, marketing, physical or life sciences or statistics.
- BAAs often have degrees in engineering, operations research, mathematics, life science or economics.

Fluency in English is required, additional fluency in at least one additional language is highly desired as follows: Frankfurt (German); London (French/Spanish); Milan (Italian); Zurich (French/German); Asia (Mandarin/ Japanese). We also have positions in the US and Canada.

No. of employees
c. 2,000

Locations
Worldwide

International opportunities
Yes

No. of graduate vacancies
No fixed quota

Disciplines recruited from
All degrees considered

Min. degree required
2.1

Starting salary
Competitive

Benefits
25 days holiday, healthcare scheme, pension scheme, life assurance, bike scheme, performance bonus, social events

How to apply
Online application form via www.zsassociates.com/careers

Contact information
ZS Associates
Regents Place
8th Floor, 338 Euston Road
London NW1 3BG
T: 020 7915 4200
F: 020 7915 4248
www.zsassociates.com
eurecruit@zsassociates.com

Application deadline
1 November 2012

Fluency in English is required, additional fluency in at least one additional language is highly desired as follows: Frankfurt (German); London (French/Spanish); Milan (Italian); Zurich (French/German); Asia (Mandarin/ Japanese). We also have positions in the US and Canada.
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<tr>
<th>Company</th>
<th>No. of employees</th>
<th>Locations</th>
<th>International opportunities</th>
<th>Type of wk experience offered</th>
<th>No. wk. experience vacancies</th>
<th>No. graduate jobs</th>
<th>Min. degree required</th>
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<td>A.T. Kearney</td>
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<tr>
<td>Bain &amp; Company</td>
<td>5,000</td>
<td>48 offices worldwide</td>
<td></td>
<td>No fixed quota</td>
<td>2.1</td>
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<tr>
<td><a href="http://www.joinbain.com">www.joinbain.com</a></td>
<td></td>
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<tr>
<td>BCG</td>
<td>5,600</td>
<td>75 offices in over 40 countries</td>
<td>Internships</td>
<td>No fixed quota</td>
<td>No fixed quota</td>
<td>2.1</td>
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<td><a href="http://www.bcg.com">www.bcg.com</a></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Booz &amp; Company</td>
<td>3,000</td>
<td>60 offices in more than 30 countries</td>
<td>Internships</td>
<td>No fixed quota</td>
<td>No fixed quota</td>
<td>2.1</td>
<td></td>
</tr>
<tr>
<td><a href="http://www.booz.com/uk">www.booz.com/uk</a></td>
<td></td>
<td></td>
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<tr>
<td>CHP Consulting</td>
<td>175</td>
<td>London (HQ), Australia and USA</td>
<td></td>
<td>-</td>
<td>15</td>
<td>2.1</td>
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</tr>
<tr>
<td><a href="http://www.chpconsulting.com">www.chpconsulting.com</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>FTI Consulting</td>
<td>3,800</td>
<td>London and Paris</td>
<td>Internships and industrial placements</td>
<td>Limited</td>
<td>up to 15</td>
<td>2.1</td>
<td></td>
</tr>
<tr>
<td><a href="http://www.fticonsulting.co.uk">www.fticonsulting.co.uk</a></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Hymans Robertson</td>
<td>550</td>
<td>Birmingham, Edinburgh, Glasgow and London</td>
<td>Internships</td>
<td>7+</td>
<td>14+</td>
<td>2.1</td>
<td></td>
</tr>
<tr>
<td><a href="http://www.hymans.co.uk">www.hymans.co.uk</a></td>
<td></td>
<td></td>
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<td>L.E.K. Consulting</td>
<td>c. 900</td>
<td>London (HQ) and worldwide</td>
<td>Internships</td>
<td>No fixed quota</td>
<td>40-50</td>
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<tr>
<td><a href="http://www.lek.com">www.lek.com</a></td>
<td></td>
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<tr>
<td>Marakon</td>
<td>80</td>
<td>Boston, Chicago, London and New York</td>
<td></td>
<td>-</td>
<td>5-10</td>
<td>2.1</td>
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<tr>
<td><a href="http://www.marakon.com">www.marakon.com</a></td>
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<td></td>
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<td></td>
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<tr>
<td>McKinsey &amp; Company</td>
<td>7,000</td>
<td>Worldwide</td>
<td>Internships</td>
<td>No fixed quota</td>
<td>No fixed quota</td>
<td>2.1</td>
<td></td>
</tr>
<tr>
<td><a href="http://www.mckinsey.com">www.mckinsey.com</a></td>
<td></td>
<td></td>
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<th>Min. UCAS points</th>
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<th>Other benefits</th>
<th>How to apply</th>
<th>Application deadline</th>
<th>Further info</th>
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<td>Healthcare scheme, bike scheme, gym membership, performance bonus, social events</td>
<td>Covering letter and CV online</td>
<td>4 Nov 2012</td>
<td>61</td>
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<td>Covering letter and CV by email</td>
<td>30 Nov 2012</td>
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<td>Healthcare scheme, bike scheme, interest-free loan, pension scheme, study support, performance bonus, season ticket loan, social events</td>
<td>Online application form</td>
<td>5 Nov 2012</td>
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<tr>
<td>340</td>
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<td>25</td>
<td>Healthcare scheme, golden hello, season ticket loan, life assurance, gym membership, social events</td>
<td>Online application form</td>
<td>11 Nov 2012 - 13 Jan 2013</td>
<td>68</td>
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<tr>
<td>-</td>
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<td>Healthcare scheme, golden hello, season ticket loan, life assurance, bike scheme, gym membership, performance bonus, social events</td>
<td>Covering letter and CV online</td>
<td>4 Nov 2012</td>
<td>69</td>
</tr>
<tr>
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<td>Competitive</td>
<td>25</td>
<td>Healthcare scheme, pension scheme, golden hello, gym membership, social events</td>
<td>Online</td>
<td>31 Oct 2012</td>
<td>70</td>
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<td>Company</td>
<td>No. of employees</td>
<td>Locations</td>
<td>International opportunities</td>
<td>Type of wk experience offered</td>
<td>No. wk experience vacancies</td>
<td>No. graduate jobs</td>
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<tr>
<td>Monitor, <a href="http://www.monitor.com">www.monitor.com</a></td>
<td>1,300</td>
<td>Worldwide</td>
<td>∅</td>
<td>Internships</td>
<td>No fixed quota</td>
<td>No fixed quota</td>
</tr>
<tr>
<td>Oliver Wyman, <a href="http://www.oliverwyman.com">www.oliverwyman.com</a></td>
<td>3,000</td>
<td>London and worldwide</td>
<td>∅</td>
<td>Internships</td>
<td>No fixed quota</td>
<td>No fixed quota</td>
</tr>
<tr>
<td>PwC, <a href="http://www.pwc.com">www.pwc.com</a></td>
<td>c.16,000 (UK)</td>
<td>Offices UK-wide</td>
<td>-</td>
<td>Internships</td>
<td>c. 50</td>
<td>c.150</td>
</tr>
<tr>
<td>Roland Berger Strategy Consultants, <a href="http://www.join.rolandberger.com">www.join.rolandberger.com</a></td>
<td>55 (UK)</td>
<td>51 offices in 36 countries</td>
<td>∅</td>
<td>Internships</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Teach First, <a href="http://www.teachfirst.org.uk">www.teachfirst.org.uk</a></td>
<td>c. 250</td>
<td>8 locations across England</td>
<td>∅</td>
<td>Internships</td>
<td>c. 50</td>
<td>1,260</td>
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<tr>
<td>Towers Watson, <a href="http://www.towerswatson.com">www.towerswatson.com</a></td>
<td>14,000</td>
<td>London</td>
<td>∅</td>
<td>Internships</td>
<td>5-10</td>
<td>10-15</td>
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<tr>
<td>ZS Associates, <a href="http://www.zsassociates.com">www.zsassociates.com</a></td>
<td>c. 2,000</td>
<td>Worldwide</td>
<td>∅</td>
<td>-</td>
<td>-</td>
<td>No fixed quota</td>
</tr>
<tr>
<td>Company</td>
<td>Min. UCAS points</td>
<td>Starting salary</td>
<td>No. of days holiday</td>
<td>Other benefits</td>
<td>How to apply</td>
<td>Application deadline</td>
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<tr>
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<tr>
<td>Monitor</td>
<td>-</td>
<td>Competitive</td>
<td>20</td>
<td>Healthcare scheme, golden hello, season ticket loan, life assurance, bike scheme, performance bonus, social events</td>
<td>Covering letter and CV online</td>
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</tr>
<tr>
<td>Oliver Wyman</td>
<td>340</td>
<td>Highly competitive</td>
<td>23</td>
<td>Healthcare scheme, pension scheme, golden hello, season ticket loan, life assurance, bike scheme, stocks &amp; shares, performance bonus, social events</td>
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<td>1 Nov 2012</td>
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<td>PwC</td>
<td>300</td>
<td>Competitive</td>
<td>25</td>
<td>Healthcare scheme, pension scheme, golden hello, company share options, performance bonus</td>
<td>Covering letter and CV online</td>
<td>31 Dec 2012</td>
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<td>Teach First</td>
<td>360</td>
<td>Competitive</td>
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<td>Healthcare scheme, golden hello, season ticket loan, life assurance, bike scheme, gym membership, performance bonus</td>
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<tr>
<td>Towers Watson</td>
<td>300</td>
<td>Competitive</td>
<td>65</td>
<td>Social events and intensive teacher training leading to a PGCE</td>
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<td>20 Mar 2013</td>
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<td>ZS Associates</td>
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<td>Competitive</td>
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<td>Online check website</td>
<td></td>
</tr>
</tbody>
</table>
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