Note: The class session for April 3 will take place instead on April 1, 6-9 pm.

Course Overview

This elective half-course provides an in-depth analysis of key issues facing the consulting industry over the next decade:

- **SERVING GLOBAL CLIENTS**: Globalizing the consulting business to create the scale necessary to meet the demands of ever increasing globally present clients, and the impact on geographic capability building, including specifically in emerging markets. Will the recent expansion of offshoring continue? What is the impact if any, as a result of the increased competitiveness of Indian-based off-shorers.

- **IMPLEMENTATION OF ADVICE**: Expanding global consulting client’s requirements to include end to end services with an increasing focus on implementation capabilities.

- **ADVANCING TECHNOLOGIES**: With the proliferation of digitally based services in particular, but the increasing advancements in technology, more broadly, is the future of strategy consulting in application development and in becoming software companies?

- **DISRUPTION AND NEW MODELS**: The threat of disruption by emerging entrants (including the proliferation of internal corporate consulting groups) into the world of consulting, with a focus on internet based, crowd sourced consulting and the resulting impact on the talent model and traditional growth plays.

- **BROADENING BEYOND CONSULTING**: The increasing need to broaden the service capabilities for clients beyond consulting to meet the needs of a one-stop-shop client, with a focus on building tax and other professional capabilities.

- **COLLABORATION**: What is the future of go-it-alone consulting? Will there be an increase of alliances and partnerships between consulting firms?

Class sessions consist of lecture and discussion of course readings, site visits to consulting organizations, talks and discussions with industry analysts and leaders. Speakers will address in particular what changes they foresee, including how jobs in the industry might evolve over the next few decades. The class sessions will be highly interactive and at a particular site will include panel discussions of the leaders of that organization.

Course Organization

This course is one of a series of New York City Seminars on key industries that students might consider for their careers.

The first session will take place in Uris Hall, with an introduction by the professor, and a talk to all the New York City Seminars by Michael Bloomberg, (or another eminent NY Leader) on New York City’s future as a world business center.
The next four sessions will take place at consulting organizations in the New York City area, for talks and discussions with leaders from those companies. Buses will take students from campus to the site. The first 15 minutes of each site visit will include a presentation worked on by six students, collaboratively prior to the site visit. The presentation will be consistent from site visit to site visit (I will develop prototype slides for broad content) but will be customized to the particular consulting organization. It will cover that company’s market position, breadth of service capabilities, and public data about the firm relevant to a core understanding of who the company is, where they play and their competitive positioning. Each site visit ends with a student-faculty debriefing to discuss what students learned.

The last session will take place in Uris Hall again, for a conclusion and review of the course. In each of the first and last sessions the class experience will include a visit from one of the consulting industry’s leading analyst organizations for an interactive discussion on the industry and the trends that each of the consulting players will need to tackle in the next decade.

**Connection to the Core**

<table>
<thead>
<tr>
<th>Course</th>
<th>Topics</th>
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<td>Strategy Formulation</td>
<td>Industry and competitive analysis</td>
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<tr>
<td>LEAD</td>
<td>Influencing, organizational culture</td>
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<tr>
<td>Marketing</td>
<td>Product segmentation and positioning</td>
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**Assignments and Grading**

Requirements for the course are: attend class and participate in class discussions (40%), group presentation to site visit host (20%), and submit an individual final paper a week after class ends (40%).

The final paper will have students, having been exposed to the existing and future trends in the global consulting industry, discuss the implications of these trends on a particular consulting company’s strategy and related execution plans:

- I will pick one such consulting company and invite their senior leaders to the final class to present their situation and make the exam question real advice to a real issue/company. (In the unlikely absence of having such a company present, I will pick a company and present for them.

- I will work with the consulting organization to commit the presentation for the desired advice to writing. The writing will serve as the basis for the final paper.

- The final paper will involve an analysis of the firm’s existing publicly declared strategies (client segmentation, geographic presence, service line capabilities, competitive positioning including scale, coverage, brand, analyst observations). The student will be asked to make specific recommendations on how the firm should reconsider their strategic efforts (e.g., acquisition or consolidation strategy, growth strategy, talent strategy, branding, communications, etc.) to respond to these trends.

- The paper should be 5-7 pages, not including figures and tables.
# Course outline – Current recommendations & required readings

<table>
<thead>
<tr>
<th>Session</th>
<th>Date</th>
<th>Topic</th>
<th>Readings</th>
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<tr>
<td>Session 1</td>
<td>March 27</td>
<td>Introduction</td>
<td><strong>Global Consulting Market Index 2013</strong>&lt;br&gt;by Lasse Pitkaeniemi&lt;br&gt;Director of Research Kennedy Consulting Research &amp; Advisory</td>
<td>Uris Hall With Forrester Consulting</td>
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| Session 3 | April 10 | All Trends: Focus on Disruption and New Models | Consulting on the Cusp of Disruption  
*by Clayton M. Christensen, Dina Wang and Derek van Bever*  
Harvard Business Review |
| --- | --- | --- | --- |
|  |  |  | Now, It's The Big Time Consultants That Are Getting Disrupted  
*by Greg Satell, Contributor*  
Forbes, March 15, 2014 |
|  |  |  | Deloitte Consulting's Jim Moffatt on Disruption, Innovation, and Coaching T-Ball  
*by Ira Sager*  
Bloomberg Business Week, November 15, 2013 |
| Session 4 | April 17 | All Trends: Focus on Advancing Technology and Implementation of Advice | Excerpts from: Digital disruption Short Fuse, Big Bang  
*by Deloitte Australia* |
|  |  |  | Excerpts from: From Digitally Disrupted to Digital Disrupter  
*by Accenture, Technology Vision 2014* |
| Session 5 | April 24 | All Trends: Focus on Broadening Beyond Consulting | The Present and Future of Consulting: Interview with Fiona Czerniawska (Source for Consulting)  
*by Michael McLaughlin* |
|  |  |  | Consultancy firms - Strategic Moves  
Big consulting and accounting firms are making a risky move into strategy work  
*by The Economist*  
November 9, 2013 |
Session 6  May 1  All Trends: Focus on The Consulting Organization Subject of Final Paper

The Consulting Firm of the Future
Source Information Services LTD 2013
Kimble Applications
by Mark Robinson

Deloitte Review
The Open Talent Economy
Issue 13 | 2013

Uris Hall
With
Kennedy Consulting Research & Advisory
Erick Burchfield

May 8  Final paper due