Consulting Trends: Driving Business Outcomes With Change Management

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Today’s Speaker

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Agenda

The ALM Vanguard, Communications and Change Management Consulting 2019

- Introduction
  - Evolution of change management consulting
  - Evolution of consulting business models

- The ALM Vanguard, Key Findings
  - Capability drivers
  - Market landscape
Introduction
Evolution of Change Management Consulting

Stacked
Linear, Segmented, Periodic, Project-based

Braided
Integrated, Aligned, Continuous, Measured

2012
2016
2018
2019

NOTE: The ALM Vanguard, Change Management Consulting is published annually in March
Evolution of Consulting Business Models

New models deliver on imperative to get from outputs to outcomes

METHODS & PROCESSES
- Fast-cycle process
- Integrated teams
- Long/lean engagement models
- Process automation

RESOURCES
- New skills
- Expert networks
- Vendor alliances
- Ecosystems

ASSETS
- Diagnostic tools
- Pre-configured use cases
- Interim management
- Managed services
Key Findings
Capability Drivers

Making Change Transparent

Personalizing & Scaling Change

Engaging the Ecosystem

Enhancing Service Delivery

Activating change for impact at scale
Making Change Transparent

- Engaging more stakeholders from planning through execution
- Bridging the planning and activating phases

**Deloitte Transformation Defined**

Discovery phase diagnostic tool provides structure for clarifying change ambition of multiple initiatives; ChangeScout digital platform becomes ‘single source of truth’ for client’s change portfolio.
Personalizing & Scaling Change

- Leveraging technology and data for mass distribution of individualized communications and designing targeted interventions
Enhancing Service Delivery

- Adapting to client’s need for either a trusted advisor or project manager
- Providing client with an engagement experience that mirrors change design, implementation, and activation solutions

**EY Change Experience**

End-to-end service offering of new methods and delivery models that are flexible, adaptable, and scalable to clients’ unique change challenges, incl. design thinking, social listening, psychographic segmentation, data and behavioral analytics, Wavespace network of collaboration centers
Engaging the Ecosystem

- Coordinating the services, technologies, expertise, and capabilities of business and digital ecosystems

Boston Consulting Group Impact Centers

BCG leveraged capabilities of Maya Design to develop Impact Centers, a physical space that enables everyone involved in leading the change to interact in person or virtually to coordinate decision making and remove barriers to change.
Market Landscape – ALM Vanguard Methodology

Depth Criteria

Discovery
- Needs Assessment
- External Market Insight
- Internal Client Insight

Design
- Strategy
- Operating System
- Management System

Deliver
- Project Management
- Capability Development
- Enabling Tools

Communications & Change Management Consulting 2019

Breadth Criteria

Geography

Industry
- Management Consulting
  - Strategy
  - Organization
  - Talent & Workforce
  - Technology
- Other
  - As-a-Service & managed services
  - Professional networks
  - Training

Scale
- 4 – very strong
- 3 – strong
- 2 – medium
- 1 – weak
- 0 – none
2019 ALM Vanguard Map

- Change consulting market diverse and fragmented
- Change management essential to consulting value proposition
- Differentiation through innovation
- Digital, creative & experience design strengthen impact
- Change management & transformation increasingly data-driven
- Outlook – expect continued innovation and growth
Thank You

For more information or questions, please contact:

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**What We Do**

**ALM Intelligence analyzes the consulting industry**

Our customers are comprised of buyers and providers of consulting services, spanning the spectrum of small to enterprise-sized consulting firms and corporate consulting groups, to Fortune 500 companies, government entities, and investment groups that spend on consulting services.

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<thead>
<tr>
<th>Product/Service</th>
<th>Description</th>
<th>Audience</th>
<th>Value</th>
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<tbody>
<tr>
<td>Vanguard</td>
<td>Ratings of provider capabilities by service taxonomy; includes best-in-class sub-categories and briefings on each provider</td>
<td>- Fortune 500</td>
<td>- Provider selection</td>
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<td>- Global 20</td>
<td>- 3rd party validation</td>
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<td>- Mid/boutique providers</td>
<td>- External marketing by providers</td>
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<td>Forecast</td>
<td>Market trends, size and growth of management consulting areas by client services, industry and geography; includes rankings of largest providers</td>
<td>- Global 20</td>
<td>- Business planning</td>
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<td>- Mid/boutique providers</td>
<td>- Market share</td>
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<td>- Buying demand</td>
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<td>Research Portal</td>
<td>User-directed repositories of data and research outputs that also form foundation of CMS/DB input platform</td>
<td>- Global 20</td>
<td>- IP control and access</td>
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<td>- Mid/boutique providers</td>
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<td>- Fortune 500</td>
<td>- CMS/DB Foundation</td>
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<td>- Internal Consulting team</td>
<td>- Customized outputs</td>
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<td>Customized Outputs</td>
<td>Tailored analyses of competitors’ ratings by any combination of services; market landscapes and size/growth by service, industry, geography, or any combination</td>
<td>- Global 20</td>
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ALM Consulting Intelligence Taxonomy