



“Do clients need consultants?” A view from the Private Sector

*Presentation to the MCA – 27th April
2004*

Allan Barr, Director, Barclays Solutions

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What are the non-rhetorical questions?

- Does the private sector value different qualities than the public sector?
- How is the buying decision arrived at?
- What style of engagement is most valued?
- What results are sought and how are they measured?

Overall, what are the “winning” qualities in today’s market?



Private versus Public

What characteristics do we look for:

- Past experience (similar issue in similar market);
- credibility of approach (confidence of delivery);
- quality of team (certainty of expertise);
- “Edge” (exceptional insight, creativity or attitude);
- Reasonable commercial terms.

Selection process may vary by Sector, but the qualities sought are the same.




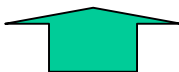

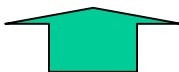


Why are we buying?

- Internal resource exists, but not available.
- Skills or knowledge not available internally;
- (Recognised) Expert perspective required;
- Impartial or independent perspective sought;
- Access to leading edge thinking or technology;

These criteria remain valid, but don't reflect the increased sophistication of clients or the consultancies that serve them.



What are we buying?

<i>Discipline</i>	<i>Trend</i>	<i>Source</i>
Strategy		Major Specialist & Academic Offshoots
Programme & Project Management		Niche & Associate Network Consultancies
Transformation (Re-Engineering)		Major Integrated Services & Niche
Outsourcing		Major Integrated Services
Technology		Major Integrated Services & Niche
Human Resources		Major Specialist & Niche



How are we buying?

The Sourcing perspective:

- Preferred supplier list;
- Multiple tenders mandated;
- Formal assessment processes;
- Preference for fixed price over T&M, gain sharing only where clear measurement of results possible.

Personal relationship remains important, it still facilitates the opportunity though it shapes the decision less overtly.



Style of Engagement?

The client perspective:

- Inject pace, energy and results focus;
- Operate across and outside organisational barriers;
- Work in joint teams;
- Teach us everything - so that we don't have to buy it again.

Do with us, not to us.



Measurement of Results?

The cynic's perspective:

“In 25 years I have never experienced any piece of work done by consultants which was of any enduring value to the organisation whatsoever.”

The travels ever hopefully perspective:

Measurable and specific targets tied to P&L performance or measurable quality of service improvement delivered.



The “Winning” qualities?

- Warm but not fluffy;
- Driven but not maniacal;
- Structured but not bureaucratic;
- Directive but not arrogant;
- Innovative but not bleeding edge;
- Commercial but not rapacious.