



British Computer Society
The Chartered Institute for IT

HOW TO BE A CONSULTANT

a programme for new and aspiring consultants

Helping People to Change

by David Lightfoot MBCS CITP
31st March 2021



Fusion Global Business Solutions

We deliver measured outcomes for our BMC customers with AI-powered service management and operations.

2021

We will be trusted advisers to more than 400 organisations across the globe.

We will deliver;

- > 150 Projects;
- > 100 Support contracts;
- > 30 Managed Service.



Fusion Global Business Solutions

- Head Office in London
- The oldest BMC partner in the UK
- Largest Exclusive BMC focussed partner in the world

Consultants are based in;

Bulgaria

Czech Republic

India

Japan

Germany

Poland

UK

US

BBVA REPSOL

REALE GROUP Telefonica

.Tuenti SANOFI

axians cecabank

CDT TNT

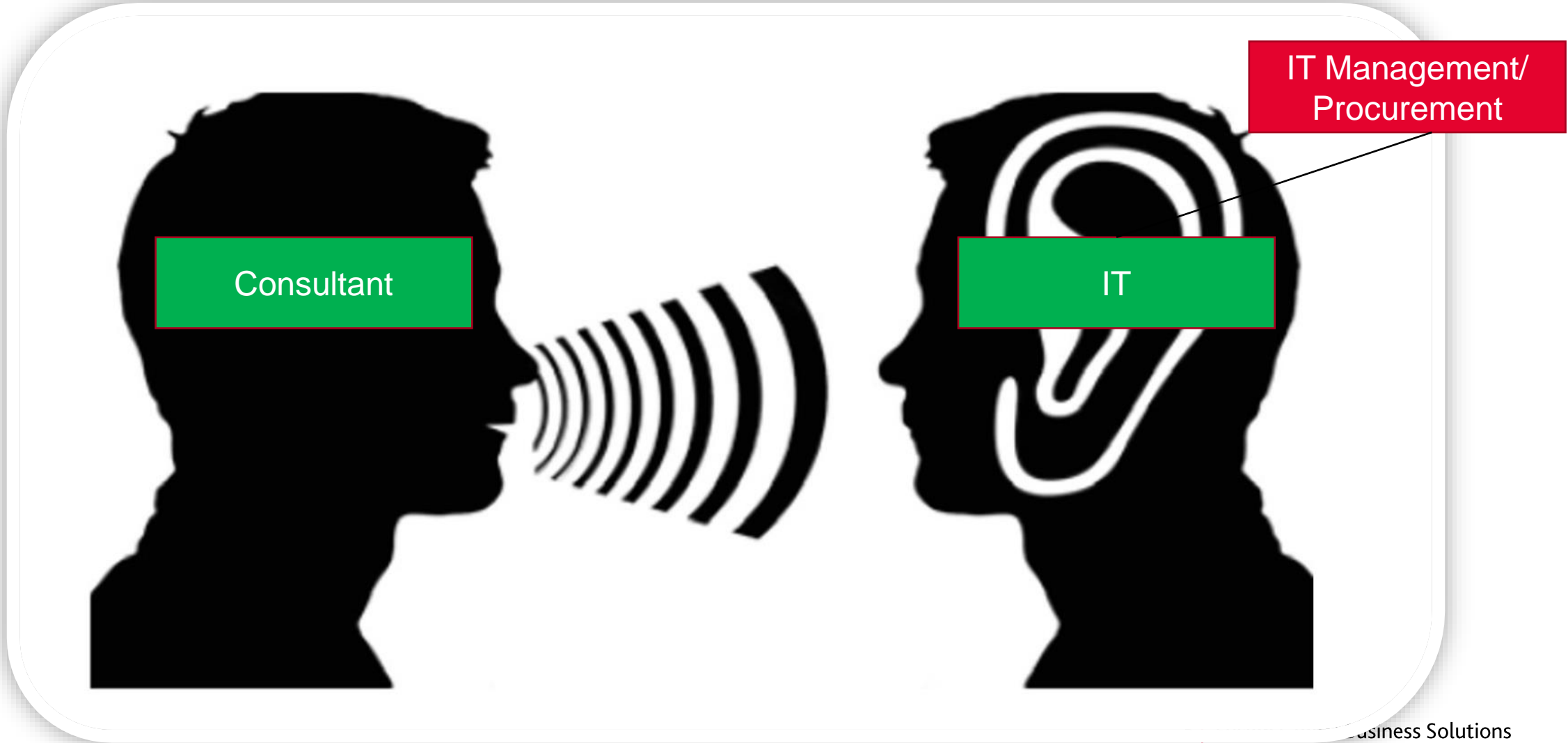


The Past (1 of 2)

- Customers who needed the service, purchased a solution and used the solution *out of the box*, with limited change
- Price was set by volume of user, data and usage
- Consultants delivered the solution, to the users, who purchased the service
- The customers, customer received the service provided, with limited input
- Consultant delivery was consistent, one install was the same as the next
- There were Service Matter Experts (SME) in fields, network, software, hardware
- Consultant career progression was based on years within a chosen field



The Past (2 of 2)



Business Solutions

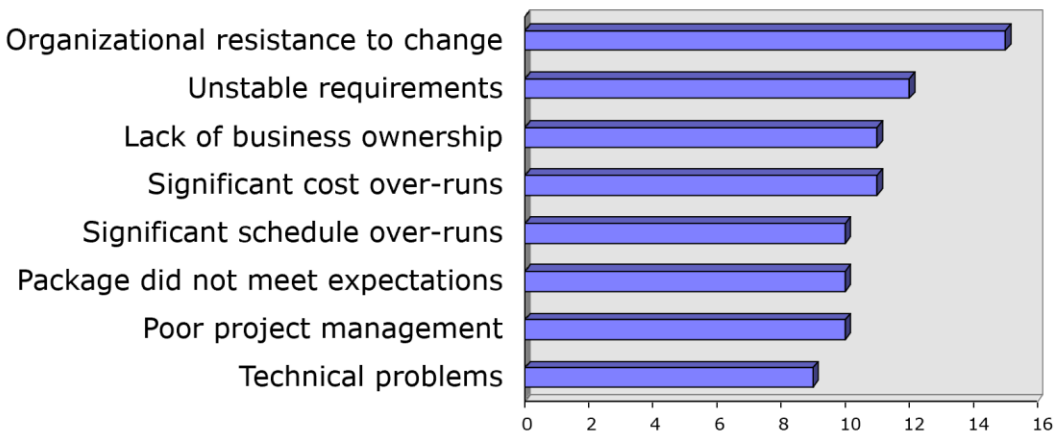
Today (1 of 3)

- Outcome based solutions, which are not dependant on one technology
 - Example Next Slide
- Price set by effort to deliver the outcome
- The sell is now more to Senior IT managers, as part of overall business or IT strategy and will heavily involve procurement, NOT the end user, who will use the service
- More than one Consultant area, will likely deliver the solution
- Consultant delivery is varied, driven by the customer desired outcome
- There are still SME in fields, network, software, hardware
- Consultant progression is based diversity and collaboration



Today Examples (2 of 3)

“Why were benefits not achieved?”



US Finance

- 2018; Ticketing Solution; which the customer accepted *out of the box*
- 2020; Ticketing Solution, built against data from a Maturity Assessment; Enhanced Monitoring and Automation

UK Retail

- 2019; Discovery Solution, accepted with limitations
- 2021; Enhanced Ticketing Solution, Enhanced Monitoring and Automation, with a Managed Service

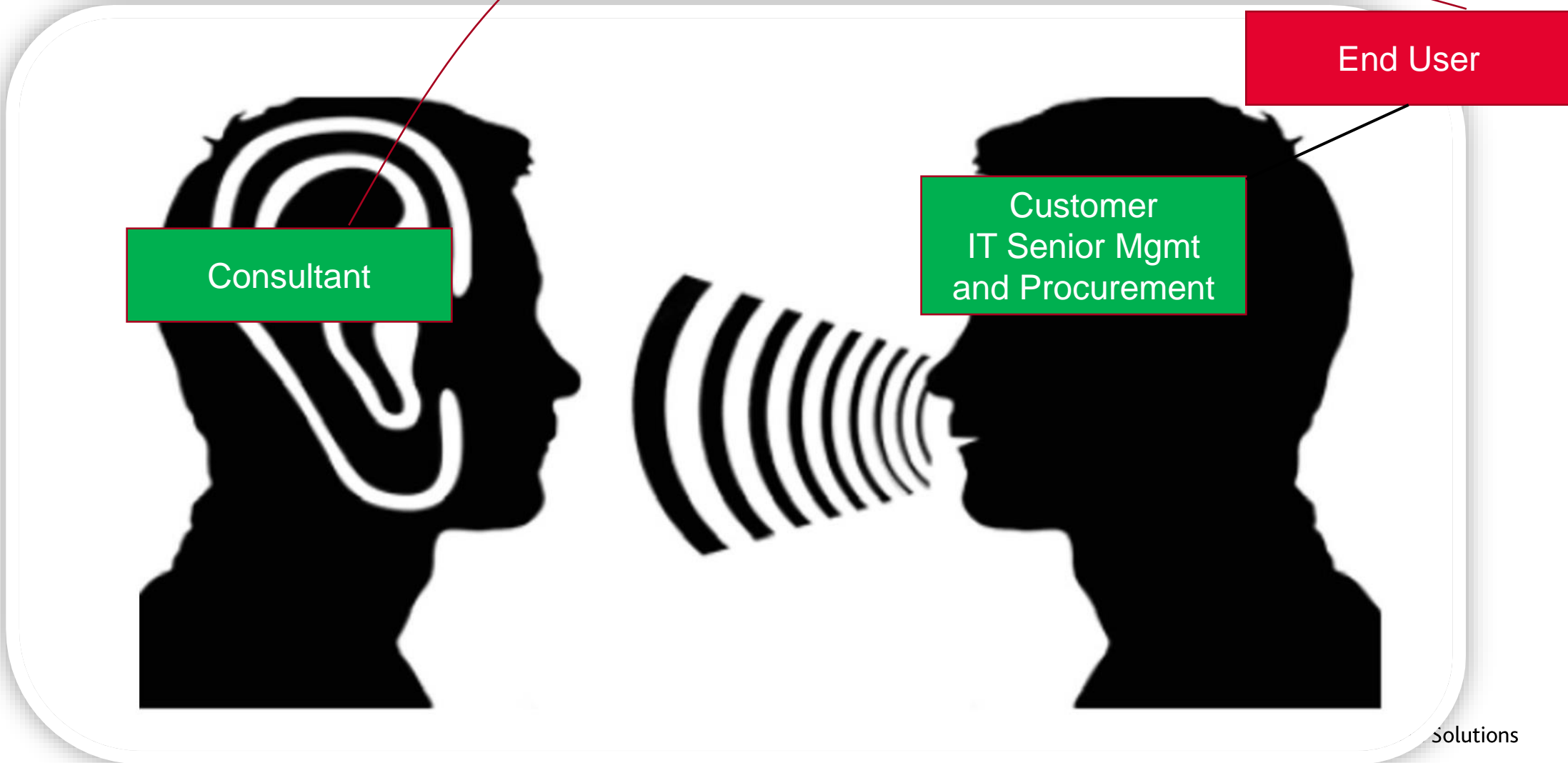
Engineering 2021

A standard Service Desk solution was asked for and purchased

The wish was for; improved customer usage and positive end user feedback, the tool was just the enabler



Today (3 of 3)



Solutions



Consultancy Change (1 or 2)

- Understand the customers need, ask and ask again, if either you or the customer cannot clarify this then the outcome will fail
- Don't offer a solution without proper balanced evaluation
- A fixed price delivery comes with more risk, Time and Material offer YOU flexibility and in most cases the customers customer has a chance to be heard
- You will not be judged on what you sold, you will be judged on the customers return on investment (ROI)
- Consider the role of the Business Analyst is increasing across deliveries, they are becoming a key link between the sell and the outcome

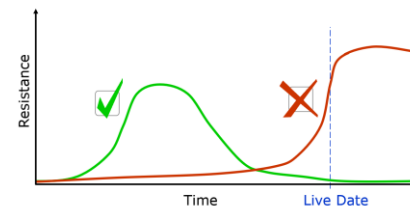




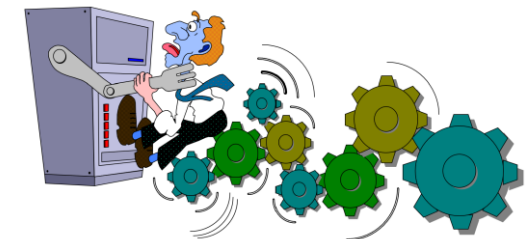
Consultancy Change (2 of 2)

- Document the outcome, Statement of Work (SoW)
- Be prepared to change and embrace the change, don't show frustration. *You may not well meet the user until a kick-off or workshop, what you, think is the customer need, may need to be changed*

Resistance to Change



The Trauma of Change



- Have the right people on your side, today you just cannot be fountain of all knowledge, but a group can.

Questions???

