



British Computer Society
The Chartered Institute for IT

HOW TO BE A CONSULTANT

a programme experienced, for new and aspiring consultants

Fees, Commerciality, Contracts & Finance

by Stephanie Horsfield

BSc, BFP, ACA

30th June 2021



COMMERCIAL ASPECTS OF CONSULTANCY

Stephanie Horsfield

30 June, 2021

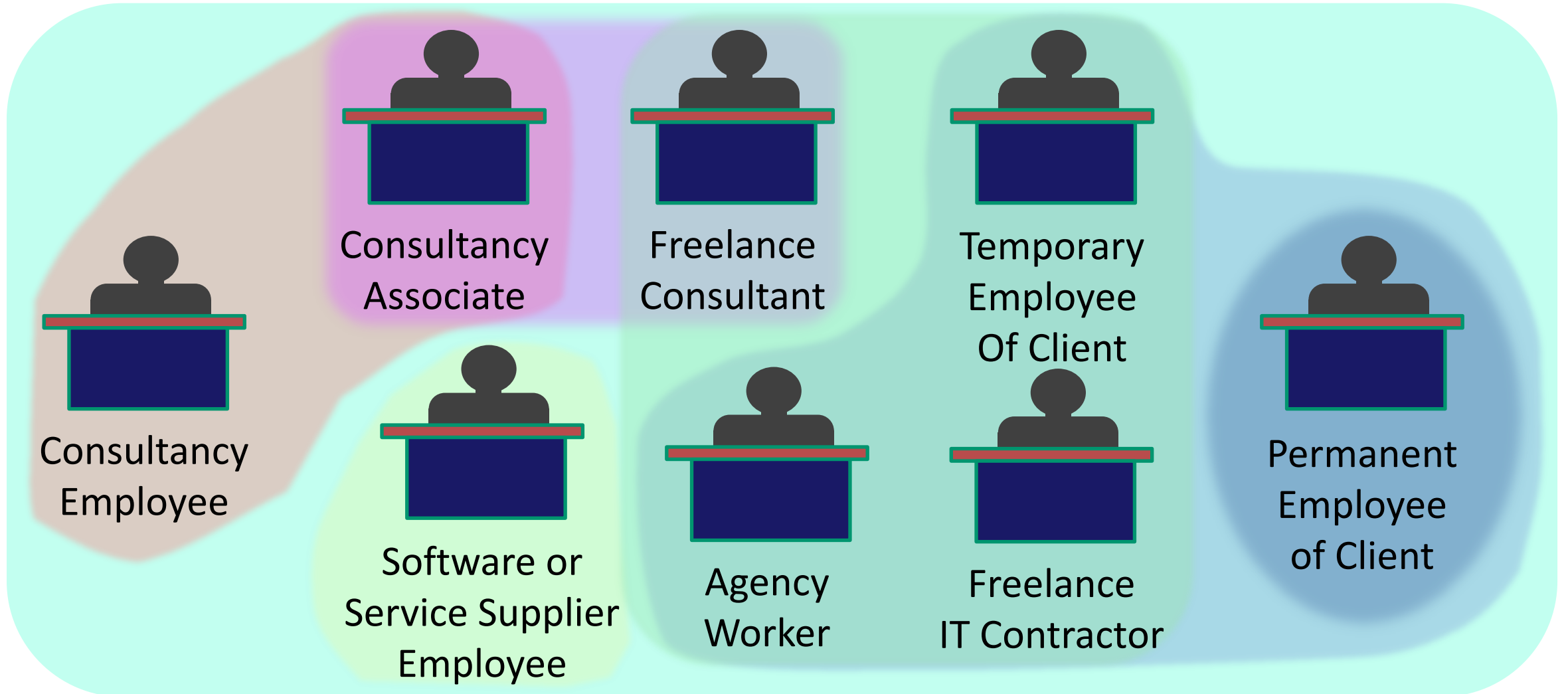
About me



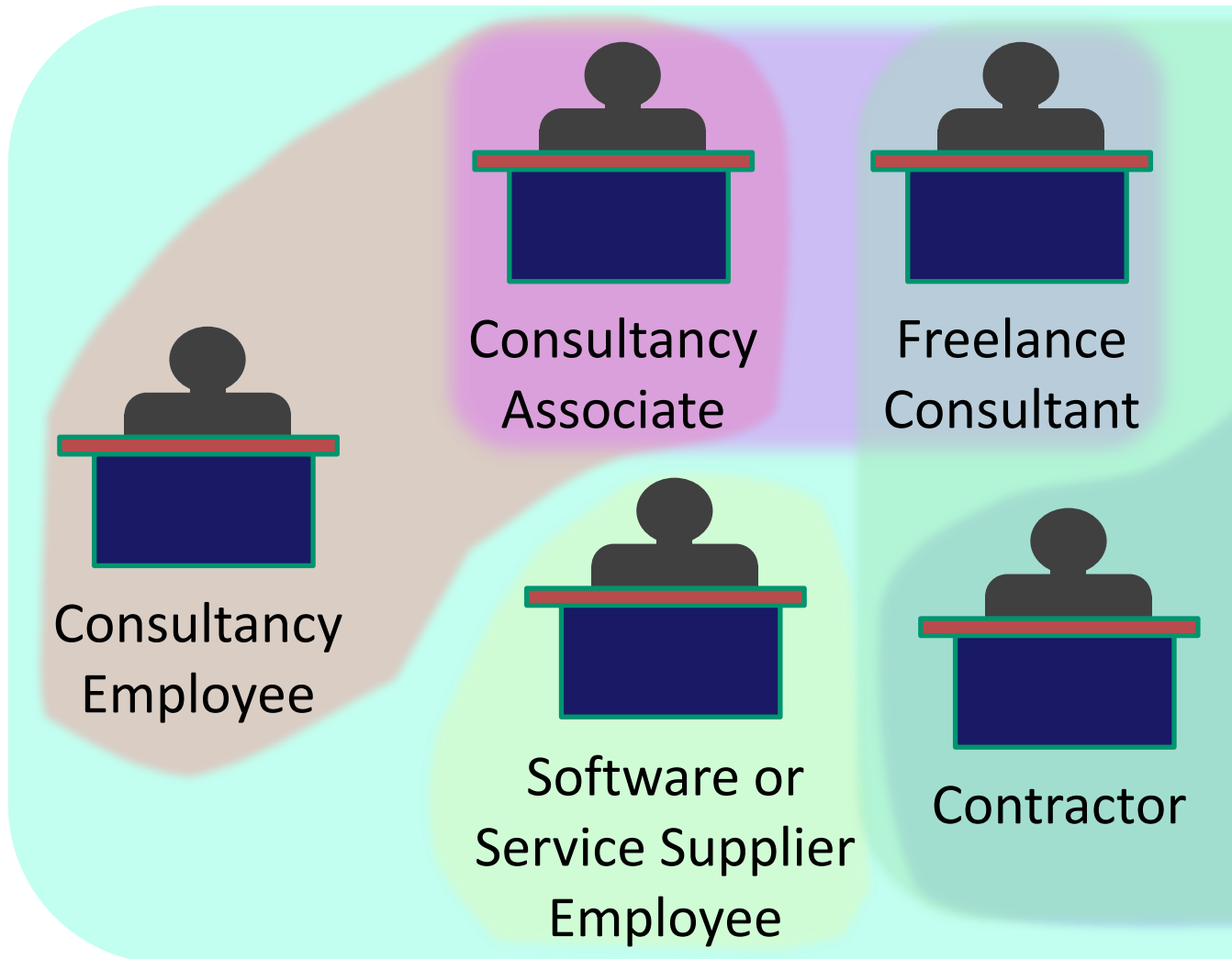
Stephanie Horsfield BSc BFP ACA

- Currently Account Director for cloud software vendor – BlackLine - 2016 to present
- Advisor Relations – Infosys BPO - 2012 to 2016
- Business Consultant
 - KPMG Consulting – Office of CFO - 1996-2001
 - Independent - 2001 to 2007
 - Alsbridge – Outsourcing Advisor – 2008 to 2012
- Several Global Finance Roles – Fisons plc 1991 to 1996
- Qualified Chartered Accountant – PwC 1988-1991

Types of Project Worker



Employee vs Freelance



Employed

- Steady job
- Colleagues and coaches
- Fed with work
- Career progression
- Training
- Holidays
- Paid even when not doing client work
- Infrastructure, equipment and support
- Back office (eg finance & HR)


Freelance

- Profit from your own success
- Freedom / flexibility
- Choose your own assignments
- Reputation in your own name

Keep non-revenue generating activities in proportion

- Ruthlessly qualify opportunities
 - Do you understand client's requirements?
 - Is it in your 'sweetspot'?
 - Do you have capabilities and credentials?
 - Do you have proven methodology/IP/Resources?
 - Assess likelihood of winning – capabilities, track record, relationships, competition
 - Can you quantify effort within reasonable tolerance?
 - What are risks?
 - Can you mitigate risks? specify assumptions, include contingency
- Multiple Channels – your network, social media, niche consultancies, agencies

Good Practice to formalise qualification process – e.g. Miller Heiman Blue Sheet

 Strategic Selling® Strategic Analysis				Real Time Unfinished Business Unfinished Deal Strengths Areas of Information Opportunity to Improve your Deal									
Date	1/19/2008	Last Updated	2/19/2008	APPROPRIATE OF CURRENT POSITION (How well is it working)									
Salesperson	Ross Congio	Buyer	ALUMINA	DEALT	DEALT	DEALT	DEALT	DEALT	DEALT	DEALT	DEALT	DEALT	DEALT
Account/Prospect	ALUMINA, Alumina & Pechiney	Product	ALUMINA	DEALT	DEALT <th>DEALT</th> <td>DEALT <th>DEALT</th> <th>DEALT</th> <th>DEALT</th> <th>DEALT</th> <th>DEALT</th> <th>DEALT</th> </td>	DEALT	DEALT <th>DEALT</th> <th>DEALT</th> <th>DEALT</th> <th>DEALT</th> <th>DEALT</th> <th>DEALT</th>	DEALT	DEALT	DEALT	DEALT	DEALT	DEALT
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SINGLE SALES OBJECTIVE													
COMPETITION													
DEAL CUSTOMER CRITERIA													
HOW WELL IS BASE COVERED?													
BUYING INFLUENCE INVOLVED													
BUYING INFLUENCE KEY RESULTS													
ATTENTION													
POSSIBLE ACTIONS													
BEST ACTION PLAN													
RED FLAG													

Charging for your services

- Pricing
 - T&M
 - Fixed fee
 - Contingency
 - Stage payments
 - Body Shop v Additional resources
 - Scarcity of skills
 - Length of engagement
- Type of contract:
 - Employment contract
 - Contractor – care with IR 35
 - Consulting – multiple resources
- Plus expenses, overtime, travelling time, VAT
- Allow for down time, holidays, pensions, business expenses etc?



Standard contracts



It's a business

- Accounts, accountants, auditors, payroll, banking
- Taxes - VAT, Corporation Tax, etc
- Insurances – Professional Indemnity, Business, Travel, etc
- IT and equipment – secure PC, software, printers, email, document management
- Marketing, web, social media, brochures, advertising, etc

Get paid

- Know the client's processes and contacts
- Do timely billing
- Agree
 - timesheets
 - signoffs and charges
- Calculate invoices in accordance with contract
- Contingent Workforce Solutions e.g. SAP Fieldglass
- Chase payment

They want to know our Purchase Order Number



Question:
Are four 10-hour days the same as
five 8-hour days?