Vibe Consulting – Death of Consultancy or Its New Superpower?

Dr. Alan Warr MBCS

Consultancy Specialist Group

13th November 2025

BCS / CONSIG Notices & Announcements & Safety

This event will NOT be posted on YouTube

Section 1

Introduction & Viewpoint from the Event

The Chartered Institute for IT

Vibe Coding -> Vibe Consulting

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Technology

'Vibe coding' named word of the year by Collins Dictionary

GETTY IMAGES

Laura Cress
Technology reporter

6 November 2025

If you've ever wanted to create your own computer program but never learnt

Top stories

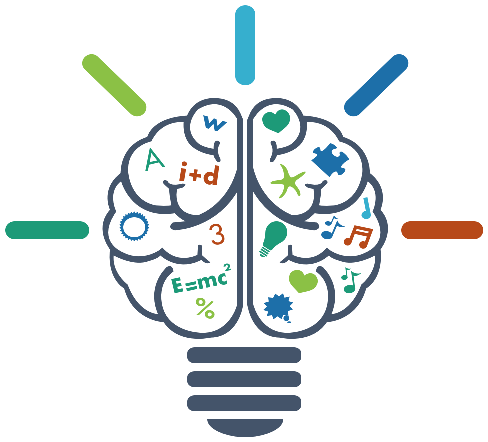
Elon Musk's $1tn pay deal approved by Tesla shareholders
3 hours ago

McDonald's faces new crackdown on sexual abuse
7 hours ago

'Our job is only killing' - how Sudan's brutal militia carried out a massacre
7 hours ago

More to explore

How a 'swimming cap' could transform care for brain-



Agenda

Vibe Consulting: *The practice of using artificial intelligence to augment consultancy services, where consultants and consultancies integrate AI tools, insights, and automation into their work to enhance analysis, decision-making, client engagement, and delivery of outcomes. Vibe Consulting combines human expertise with AI-driven capabilities to create faster, deeper, and more adaptive consulting interventions.*

• ***Where are we now?***	***Recap -> Demo -> Exercise***
• ***What is the consultancy industry doing?***	***Research Review (General & Consultancy Specific)***
• ***Where are we going?***	***Insights from Research -> Tech Demos***
• ***What should WE be doing now?***	***Exercise -> Futures -> Discussion***

Will consultants be replaced by AI?

Growing consensus among industry leaders that generative AI is poised to transform the consulting landscape, particularly by automating routine and procedural tasks.

"Who needs Accenture in the age of AI? …… As semi-autonomous AI agents sweep the world, who needs consultants?"

Economist, *June 2025*

"Deep Research now handles 5% of all economic tasks, performing complex tasks such as product comparison and financial analysis, which were traditionally carried out by highly paid consultants."

Sam Altman*, CEO, OpenAI, February 2025 on Times Tech Podcast.*

"AI-driven automation could eliminate up to 50% of jobs in audit, tax, and advisory within three to five years."

Alan Paton *– Former PwC Partner and CEO of Qodea, May 2025 in Business Insider.*

"The future of consulting is going to be a hybrid of people plus software, like, a lot of software. I think that consulting companies that can't do that are going to fall away."

Mohamad Ali *– Head of IBM Consulting, October 2025*

BCS CONSIG Expert Panel - AI in Consultancy

Innovative Applications:

- Generative AI for enhanced client interaction
- Predictive analytics for strategic insights
- Intelligent automation streamlining processes

Real-World Impact:

- Improved service delivery efficiency
- Enhanced client outcomes
- Competitive advantage through AI integration

Implementation Challenges:

- Ethical implications of AI usage
- Data privacy and compliance issues
- Continuous upskilling requirements

Event by BCS Consultancy & AI Specialist Groups (December 2024)

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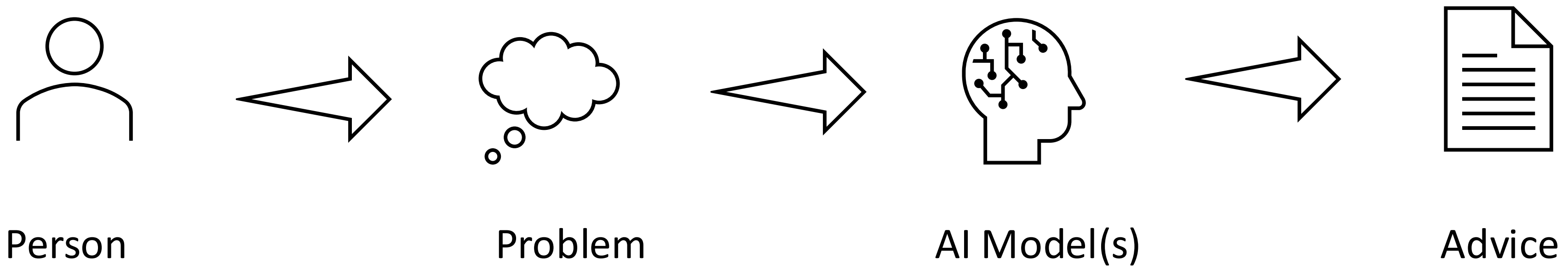
Live Demo 1 | AI-Enabled DIY Consultancy

Demo: The Threat to Consultancy (& the Opportunity) (1)

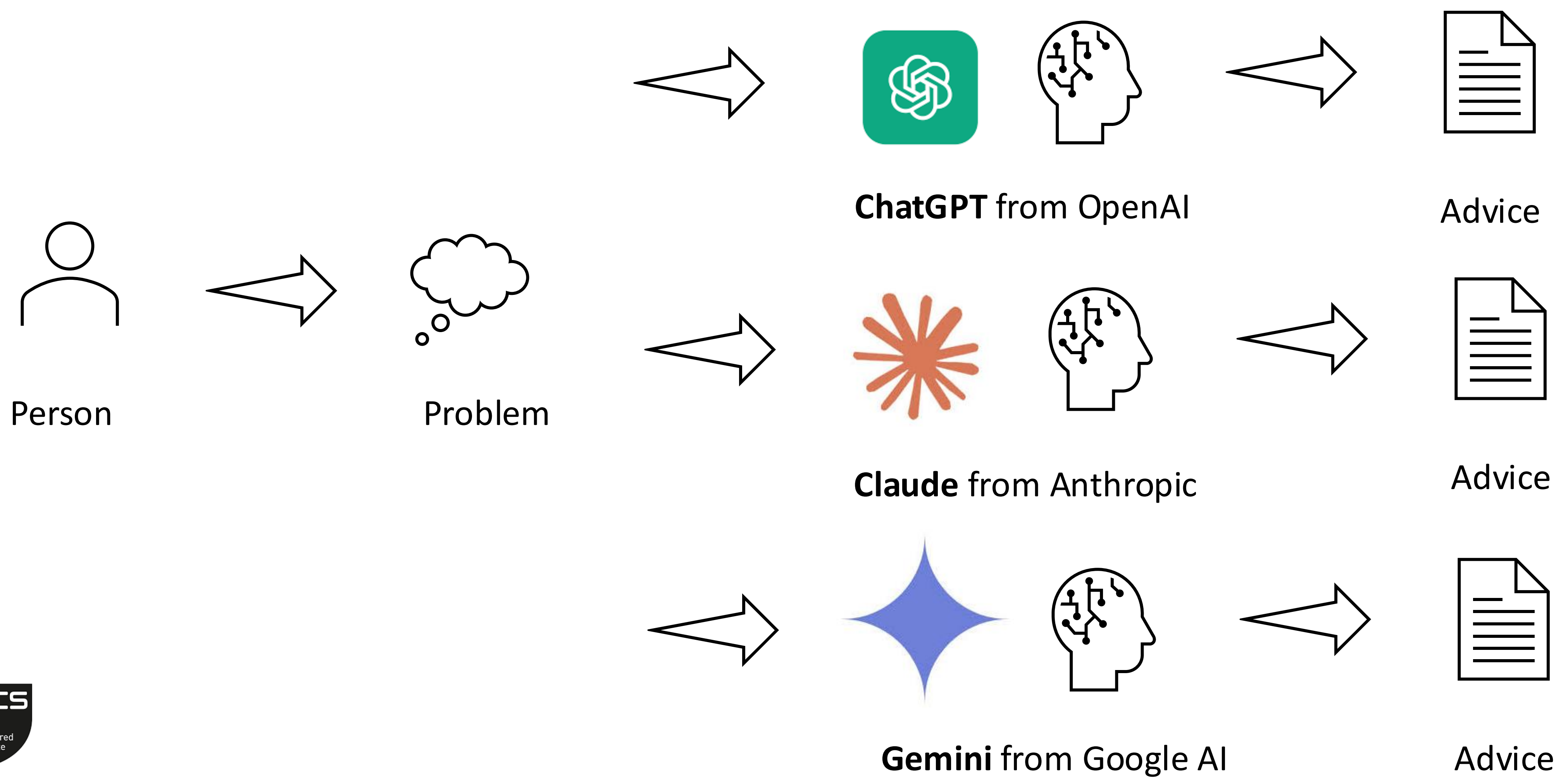
Obtaining consultancy advice from an AI model rather than a consultant (cheaper, faster, maybe not better)



Scenario: "We're a UK mid-market retailer with falling online conversion over the last 3 months. "
"What should we do in the next 90 days to diagnose and fix this?"

Demo: The Threat & the Opportunity (2)

Let's throw the problem at three market leading AI models with no UI and just a simple ask ….



Advice from ChatGPT

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Absolutely, declining online conversion is a critical issue, and acting quickly and systematically is key.

Here’s a **90-day action plan** tailored for a UK mid-market retailer:
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## **Weeks 1-2: Diagnose the Problem**

### 1. **Data Deep-Dive**
- **Segment Analysis:** Break down conversion by device, channel, traffic source, location, and product category.
- **Funnel Analysis:** Identify where drop-offs are happening (homepage, category, product page, basket, checkout).
- **Compare to Previous Periods:** Look for changes in user behaviour, traffic quality, or technical performance.

### 2. **Technical Health Check**
- **Site Speed:** Use Google PageSpeed Insights and WebPageTest to check for slowdowns.
- **Error Tracking:** Review error logs, broken links, and 404s.
- **Mobile Experience:** Audit mobile usability (common pain point).

### 3. **Competitor Benchmarking**
- Review competitors’ sites for new features, promotions, or UX improvements.

### 4. **Customer Feedback**
- **On-site Surveys:** Ask recent visitors about their experience and friction points.
- **Customer Service Logs:** Review for recurring complaints about the online experience.

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## **Weeks 3-4: Hypothesis & Quick Wins**

### 1. **Form Hypotheses**
- E.g., “Conversion dropped on mobile after a recent site update”, “Competitor pricing is more aggressive”, “Checkout errors increased”.

### 2. **Implement Quick Fixes**
- **Fix obvious bugs:** Broken links, error messages, missing images.
- **Restore previous high-performing elements** if recent changes correlate with the drop……
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..[***cut off here for display purposes***)

Advice from Claude

Here's a structured 90-day plan to diagnose and address falling online conversion rates:

Month 1: Diagnostic Phase

1. Data Analysis
- Deep dive into web analytics
- Segment conversion drop by:
- Device type
- Traffic source
- Product categories
- Customer demographics

2. Technical Audit
- Site speed testing
- Mobile responsiveness check
- Checkout flow analysis
- Performance across browsers/devices

3. User Experience Research
- Heatmap and session recording tools
- User testing sessions
- Customer feedback surveys
- Abandoned cart analysis

Month 2: Hypothesis & Initial Testing

1. Conversion Optimization
- A/B test checkout process
- Simplify form fields
- Improve product page layouts
- Enhanced product imagery/videos
- Clearer pricing/shipping information

2. Technical Improvements
- Optimize site speed
- Enhance mobile experience
- Implement performance improvements identified in audit

3. Personalization
- Targeted product recommendations
- Personalized homepage experiences
- Behavioral targeting

Month 3: Implementation & Measurement

1. Rollout Validated Improvements
- Implement winning test variations
- Continuous small-scale experiments
- Monitor key conversion metrics

2. Customer Engagement
- Retargeting campaigns
- Personalized email marketing
- Loyalty program enhancements

Recommended Tools:
- Google Analytics
- Hotjar
- Optimizely
- UserTesting.com

Key Metrics to Track:
- Conversion rate
- Average order value
- Cart abandonment rate
- Site speed
- Mobile vs desktop performance……
- ..[***cut off here for display purposes***)

Advice from Gemini

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This is a critical situation for a mid-market retailer, as online conversion directly impacts revenue. A 90-day plan needs to be
structured, data-driven, and action-oriented, focusing on both diagnosis and rapid implementation of fixes.

Here's a comprehensive 90-day plan:

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## 90-Day Plan: Diagnosing & Fixing Falling Online Conversion

**Goal:** Understand the root causes of the conversion drop and implement targeted fixes to reverse the trend within 90 days.

**Key Principle:** Data-driven decisions. Avoid assumptions.

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### Phase 1: Diagnose & Prioritise (Weeks 1-4)

**Objective:** Identify *what* is happening, *where* it's happening, and *why*.

**Week 1: Data Deep Dive & Technical Audit**

1.  **Analytics Review (Google Analytics 4 - GA4):**
    *   **Conversion Funnel Analysis:** Pinpoint the exact stage where users are dropping off (e.g., product page to cart, cart to
checkout, checkout steps). Compare current vs. previous 3 months.
    *   **Traffic Source Performance:** Are specific channels (e.g., paid search, social, organic, email) seeing a disproportionate
drop in conversion? Or is it across the board? This indicates traffic quality issues vs. site issues.
    *   **Device Performance:** Is the drop more pronounced on mobile, tablet, or desktop?
    *   **Page Performance:** Identify high-exit pages, high-bounce pages, and pages with significant drop-offs before conversion.
    *   **User Demographics/Geographics:** Any shifts in audience that might explain the change?
    *   **Site Search Analysis:** What are users searching for? Are they finding it? High "no results" searches?
    *   **Key Metrics:** Track conversion rate, average order value (AOV), bounce rate, exit rate, time on site, pages per session.
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……..[***cut off here for display purposes***)

Buzz Group Exercise

Share where you are on using AI within your own consulting work and when working with other consultants?

If **on Zoom**: Contribute into the “Chat” area - reading and building on others.

If **in room**: Organise into convenient small groups. Check around you that no-one is left out. Introductions. Discuss.

Please don’t share confidential information!

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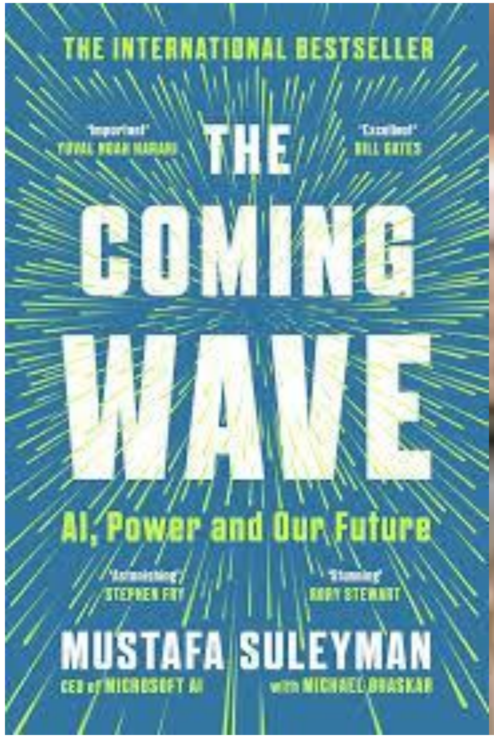
Section 2

Where is business & consultancy with AI enablement

Participants' Exercise

As we look at what's happening across our industry pay particular attention to what you could be doing either directly or by adapting it to something better?

The Coming Wave



“It’s (AI) not just a tool or platform but a transformative meta technology, the technology behind technology and everything else, itself a maker of tools and platforms, not just a system but a generator of systems of any, and all kinds.

Step back and consider what’s happening on the scale of a decade or a century.

We really are at a turning point in the history of humanity.”

- **Mustafa Suleyman**, Co-founder of DeepMind and current CEO of Microsoft AI

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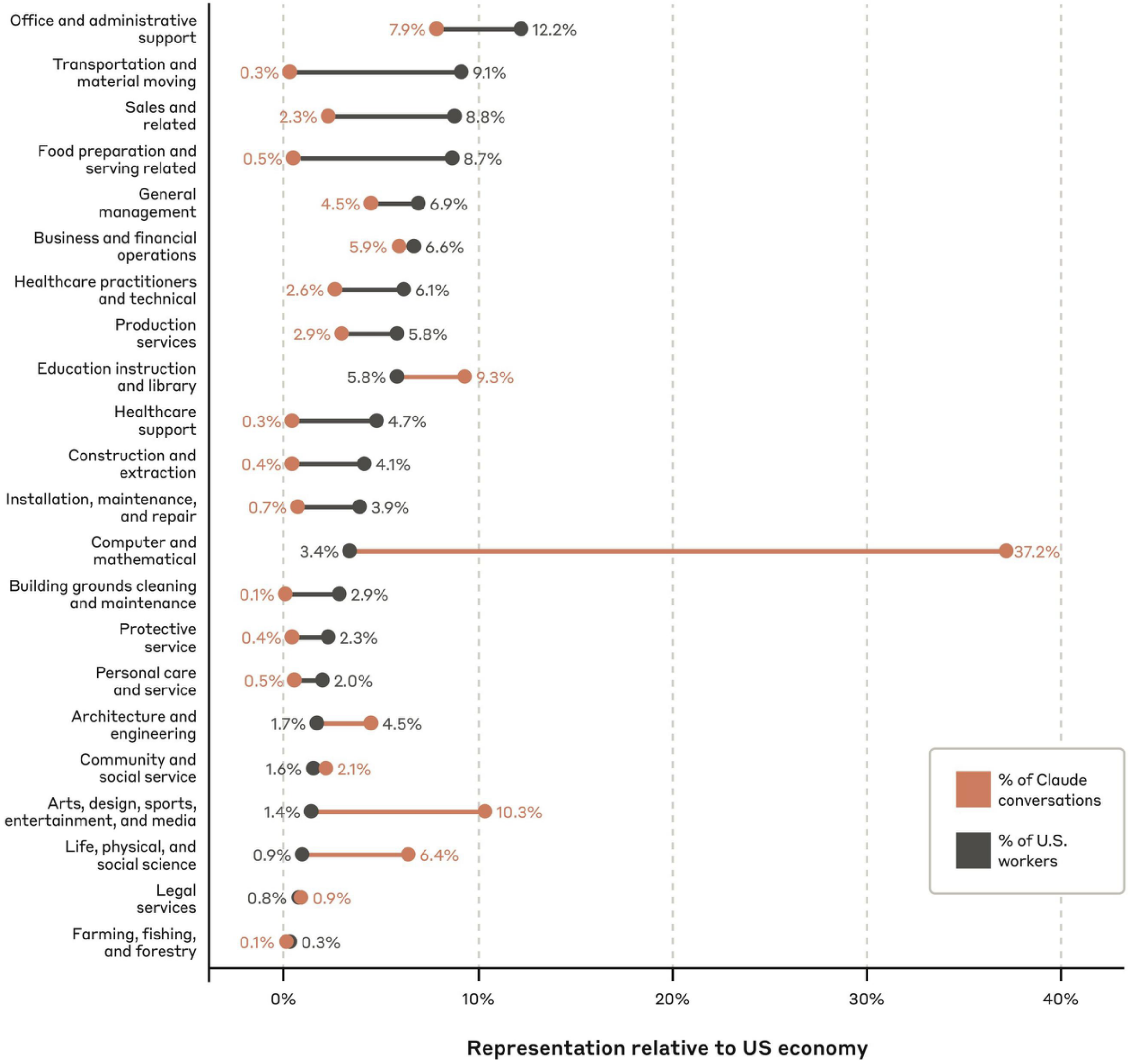
Suleyman, Mustafa, with Michael Bhaskar. *The Coming Wave: Technology, Power, and the Twenty-First Century's Greatest Dilemma*. Crown, 2023.

The Top 10 Gen AI Use Cases

Source: HBR, “How People Are Really Using Gen AI in 2025” by Marc Zao-Sanders April 9, 2025.

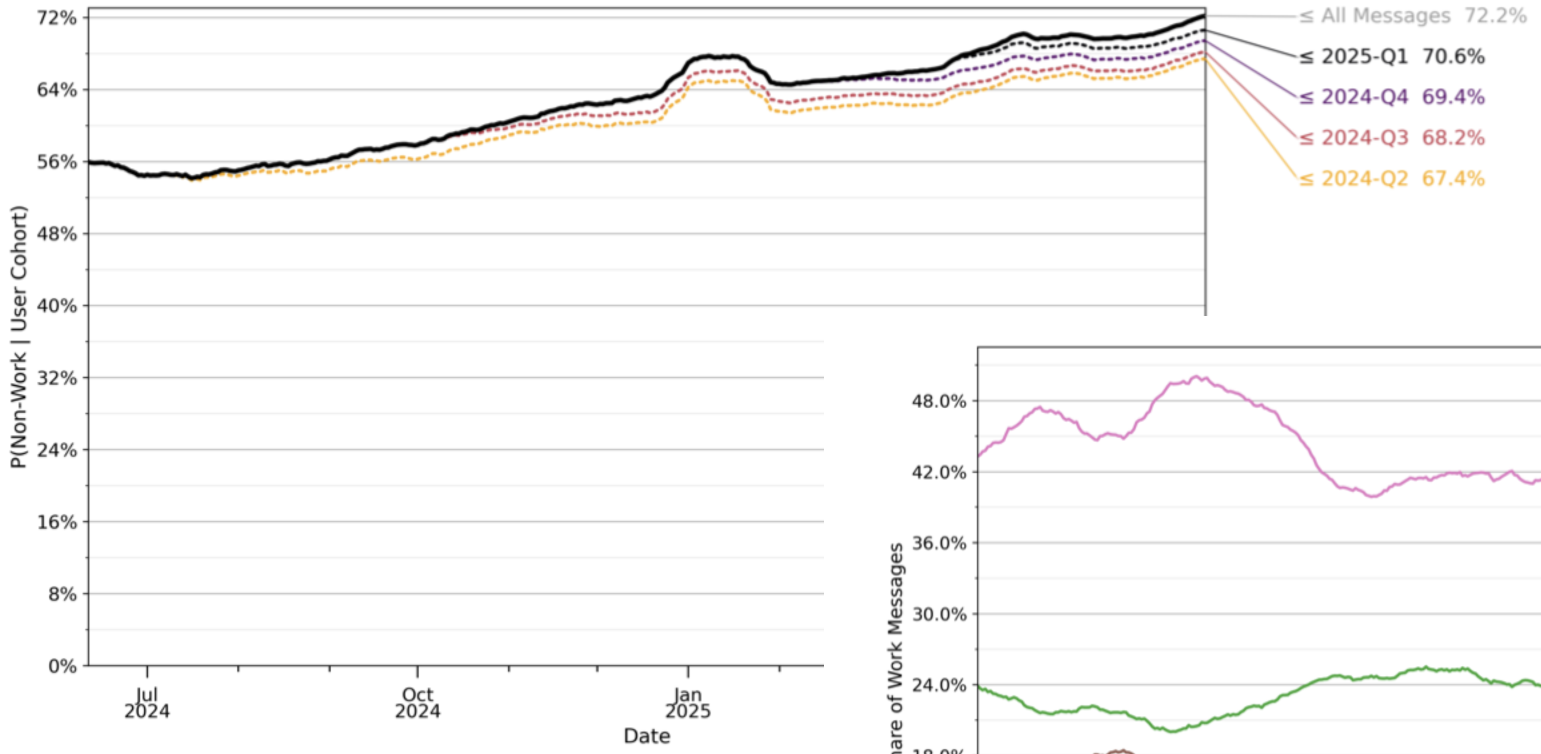
Anthropic measurement of usage by job type

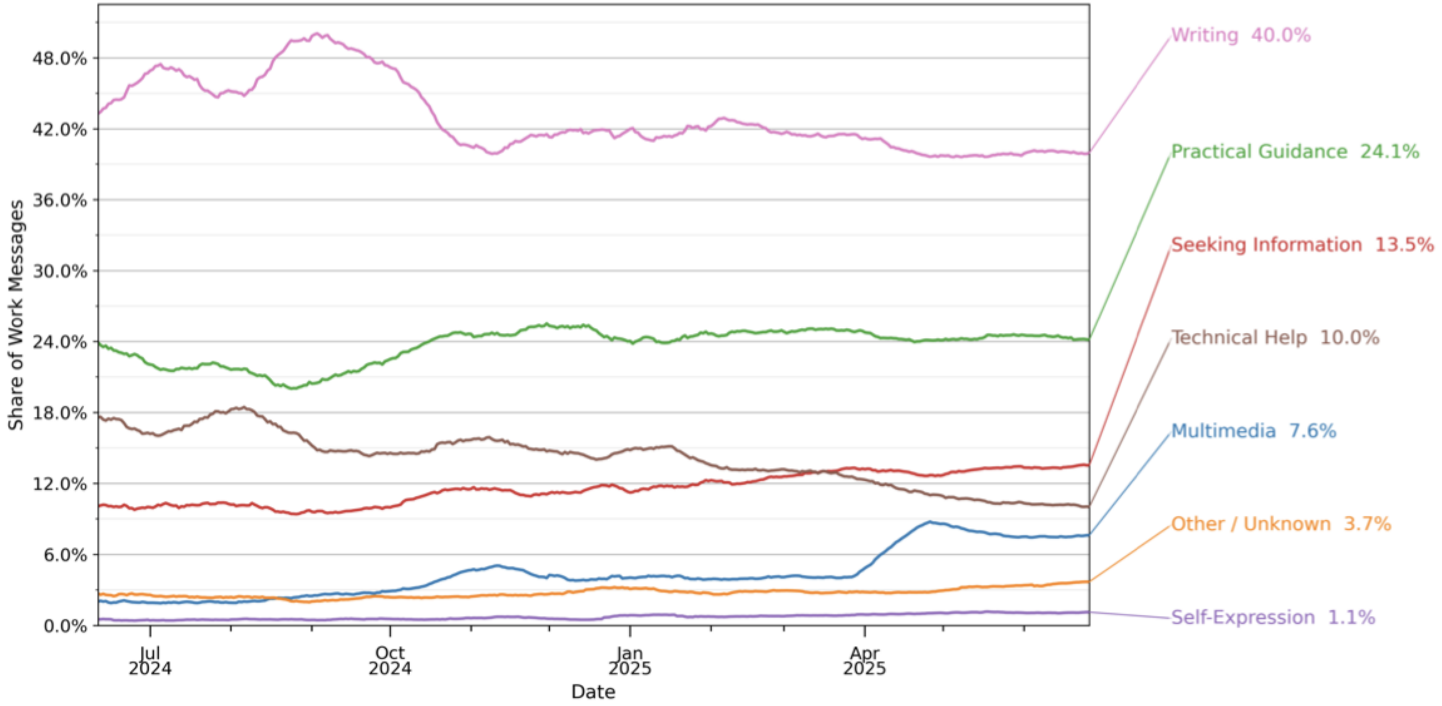


*For each job type, the percentage of relevant conversations with Claude is shown in orange compared to the percentage of workers in the U.S. economy with that job type (from the U.S. Department of Labor's O*NET categories) in grey.*

Source: Which Economic Tasks are Performed with AI? Evidence from Millions of Claude Conversations. Handa, K., et al. arXiv:2503.04761.

OpenAI ChatGPT Consumer Usage for Work





How People Use ChatGPT by Chatterji, A. et al.,
NBER Working Paper, September 2025.

McKinsey's Global AI Survey Found 1% of AI Initiatives in Global Corporations Generating Value!

1500 corporates > $500m in revenues surveyed in mid 2024

"Organizations have been experimenting with gen AI tools. Use continues to surge, but from a value capture standpoint, these are still early days—few are experiencing meaningful bottom-line impacts.

Larger companies are doing more organizationally to help realize that value. They invest more heavily in AI talent. They mitigate more gen-AI-related risks. We have seen organizations move since early last year, and the technology also continues to evolve, with a view toward agentic AI as the next frontier for AI innovation."

https://www.mckinsey.com/capabilities/quantumblack/our-insights/the-state-of-ai#/

Latest McKinsey Research Shows Progress

Online survey | June / July 2025 |1,993 participants | 105 nations

1. ***"Most organizations are still in the experimentation or piloting phase:*** *Nearly two-thirds of respondents say their organizations have not yet begun scaling AI across the enterprise.*

2. ***High curiosity in AI agents:*** *Sixty-two percent of survey respondents say their organizations are at least experimenting with AI agents.*

3. ***Positive leading indicators on impact of AI:*** *Respondents report use-case level cost and revenue benefits, and 64 percent say that AI is enabling their innovation. However, just 39 percent report EBIT impact at the enterprise level.*

4. ***High performers use AI to drive growth, innovation, and cost:*** *Eighty percent of respondents say their companies set efficiency as an objective of their AI initiatives, but the companies seeing the most value from AI often set growth or innovation as additional objectives.*

5. ***Redesigning workflows is a key success factor:*** *Half of those AI high performers intend to use AI to transform their businesses, and most are redesigning workflows.*

6. ***Differing perspectives on employment impact:*** *Respondents vary in their expectations of AI's impact on the overall workforce size of their organizations in the coming year: 32 percent expect decreases, 43 percent no change, and 13 percent increases.*

Source: https://www.mckinsey.com/capabilities/quantumblack/our-insights/the-state-of-ai#/

MIT survey on failing Applied AI projects in corporates

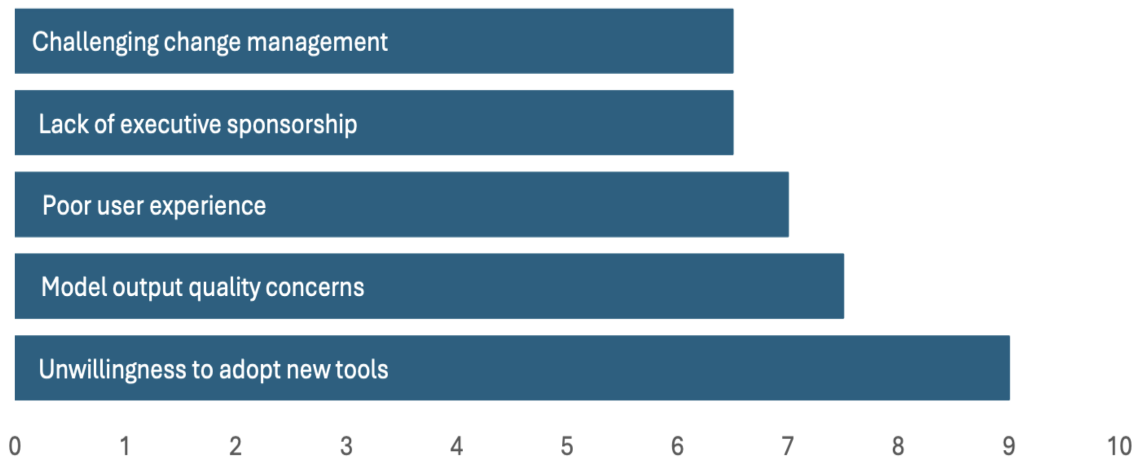
300+ initiative reviews, 52 interviews, and 153 survey responses

"Just 5% of integrated AI pilots are extracting millions in value, while the vast majority remain stuck with no measurable P&L impact. This divide does not seem to be driven by model quality or regulation but seems to be determined by approach……..

Organizations on the right side of the GenAI Divide share a common approach: they build adaptive, embedded systems that learn from feedback……..Domain fluency and workflow integration matter more than flashy UX."

Exhibit: Why GenAI pilots fail: top barriers to scaling AI in the enterprise

Users were asked to rate each issue on a scale of 1-10



Source: The GenAI Divide: State of AI in Business 2025, by MIT NANDA, Challapally, et al. September 2025.

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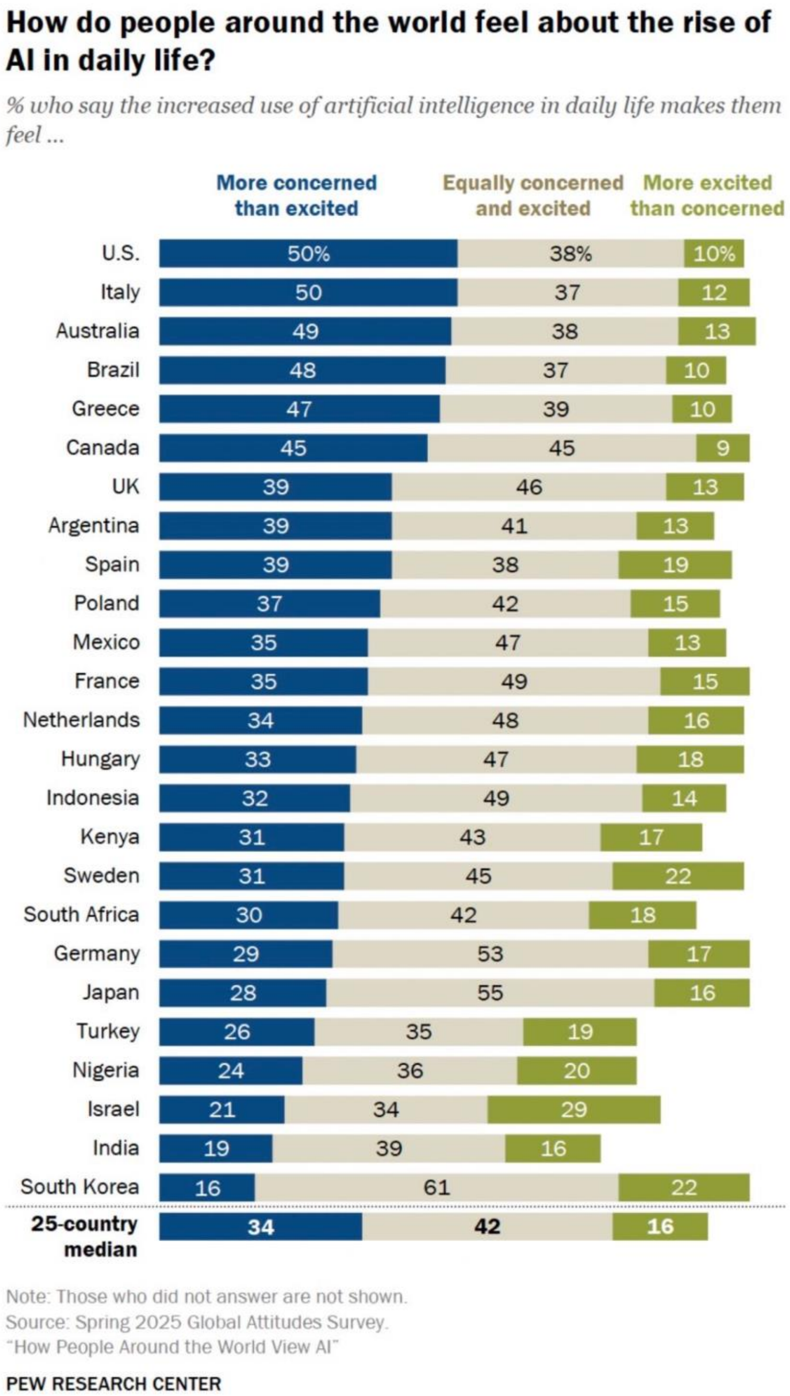
People are Aware, but Cautious and Divided



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Case: JP Morgan

Jamie Dimon, Chairman & CEO of JP Morgan Chase

- Investing in AI since 2012 (originally with Palantir)
- Spending $2 bn and now breaking even (out of £18bn on tech)
- Reports to CEO
- Hardest part was getting business to understand what AI can do
- Own platform (OmniAI) across 300,000 employees in 100 companies
- > 450 active AI use cases
- 6000 money movements per second by AI
- AI prevents $1.5bn of fraud
- 200,000 analysing proprietary data …….

Source: Databricks Conference, June 2025 https://youtu.be/0hT-FJ7Ay4Y?si=St1JPfEaiPjkMfrh

IBM survey on AI and consultancy

400 C-level executives across 14 industries and 6 countries from June to August 2024

AI optimism abounds.

75%

of consulting buyers expect AI to have a positive impact on their use of consulting.

Consulting buyers say no AI, no deal.

66%

say they'll stop working with consulting organizations that don't incorporate AI into their services.

Trust is central to success.

70%

of buyers say the use of AI in consulting will make them buy from fewer, more trusted organizations.

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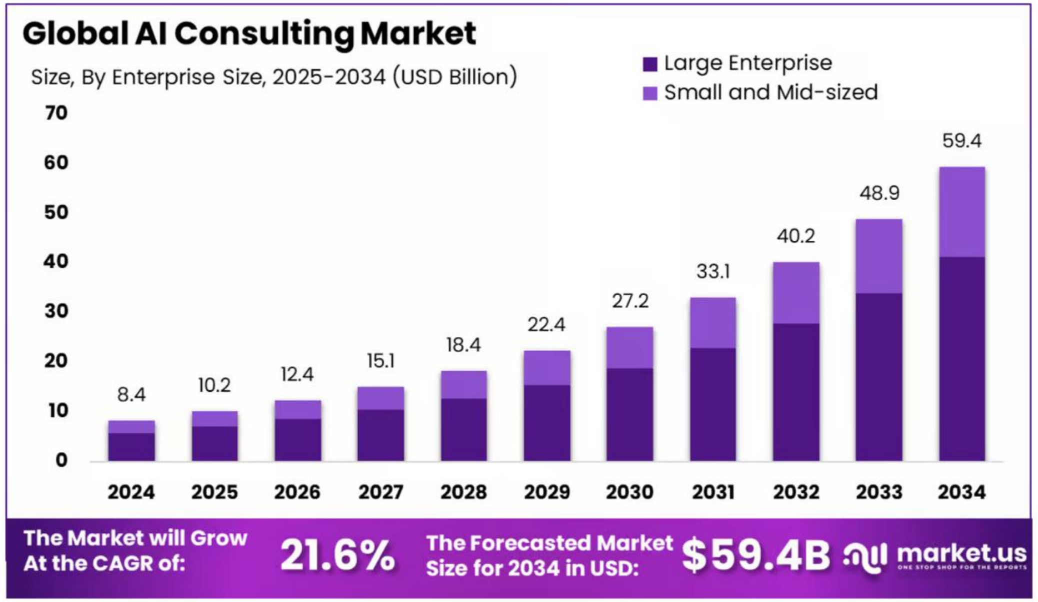
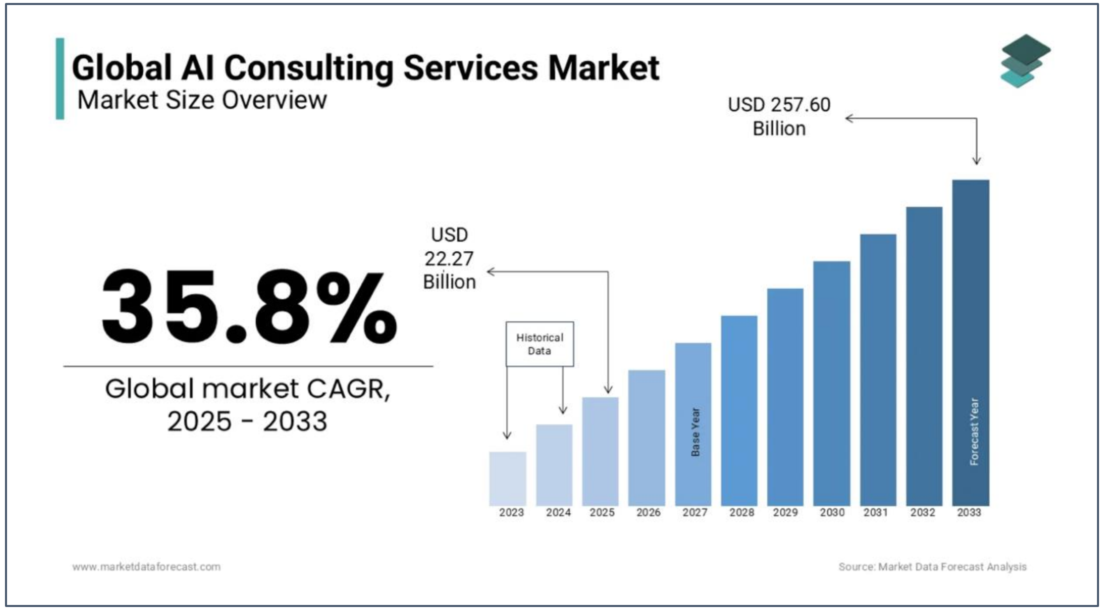
Source: Consulting reimagined, powered by AI, by IBM Institute for Business Value, October 2024.

Global AI consultancy revenues



Source: Market.US



Source: Market Data Forecast

AI Revenues Look to be Increasing within Big-4

No firm breaks out AI revenue separately in statutory or global press releases; AI work is embedded inside consulting/tech/transformation lines (and sometimes managed services/products).

“In FY25, AI-related revenue grew by 30% – ranging from delivering enterprise-wide transformations to AI governance frameworks that help drive the responsible implementation of AI. More than 15,000 EY people worked on AI-led projects for clients in the Consulting and EY-Parthenon Service Lines.”

Source: https://www.ey.com/en_gl/newsroom/2025/10/ey-announces-global-revenue-of-us-53-2b-for-fiscal-year-2025

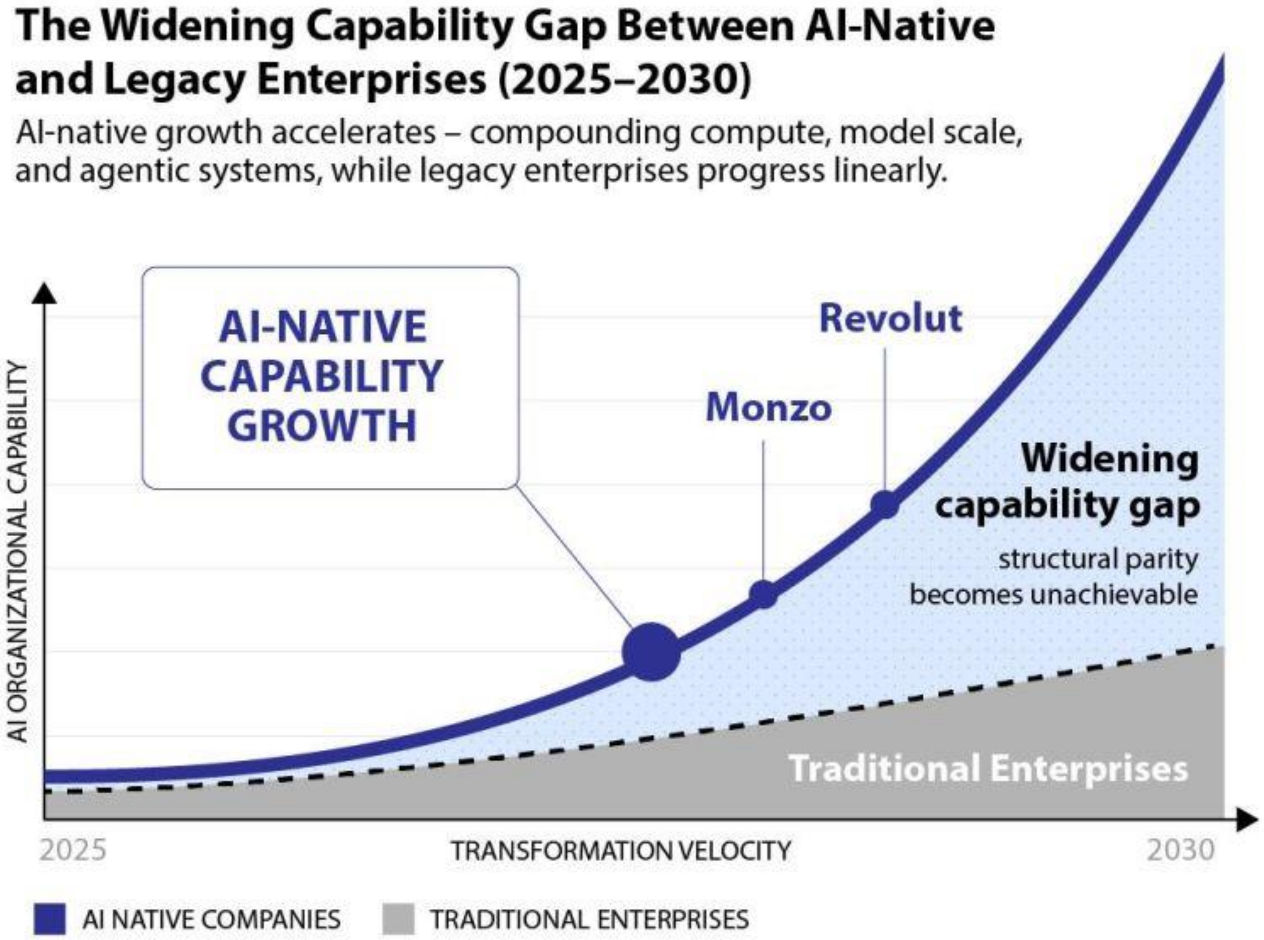
The “Hype” around the AI-Native Businesses is Overshadowing the Other Bigger Prize for Consulting

Hugo Raaijmakers

Global Head of AI Innovation @ PA Consulting

(Presenter Insight – Well worth following!)

Source:
https://www.linkedin.com/in/hugoraaijmakers?miniProfileUrn=urn%3Ali%3Afsd_profile%3AACoAAAAhzBEBv9xcaFReijiq5w47ZZVXlVF-yDo&lipi=urn%3Ali%3Apage%3Ad_flagship3_detail_base%3BqHAzNijUQTW6pgwO7GXnbg%3D%3D



AI-Enabled Consulting can Deliver Errors to Clients

- Big 4 created report for Australian government
- > 200k fees
- 20 errors found by client from using AI that made up quotes and references (hallucination)
- Led to republication and refund
- Senator Deborah O'Neill from the Australian Labor Party "Perhaps instead of a big consulting firm, procurers would be better off signing up for a ChatGPT subscription,"

Source

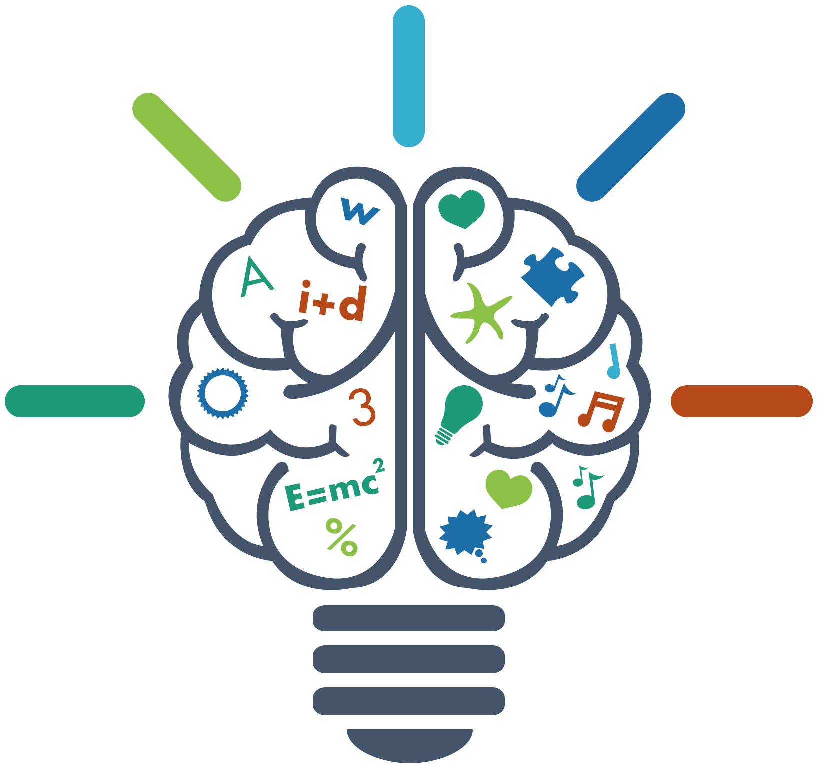
Insights: AI Services for Clients' AI Transformations

Developing **future** business	Low (Developing **current** business)	High (Developing **current** business)
High	**Innovative** *Services that are new, disruptive, differentiate the consultancy and generate new business models or capabilities—not just incremental improvement. They are higher risk, higher reward.* • Agentic AI / autonomous-agent development • Generative AI products / asset creation • Industry-/domain-specific next-gen AI solutions • AI strategy & new business-model re-thinking	**Strategic** *Services that are critical to building the consultancy's core future growth, or positioning them in the market, or shifting their business model—but maybe less novel. They help the consultancy's brand, alliances, capabilities, and growth pipeline.* • AI / Gen-AI strategy & roadmap development • Data & tech readiness / AI-foundation building • Governance, ethics, assurance and risk frameworks • Talent, change management, people & culture • Compliance/regulatory AI audit services
Low	**Supportive** *Services that are required (or soon will be) but are relatively mundane, commoditised, perhaps low margin, and unlikely to build new business or major differentiation.* • Back-office, shared-services automation via AI • Basic training/up-skilling of workforce for AI literacy • Basic infrastructure set-up (if standardised) • Routine compliance reporting for AI (as baseline)	**Operational** *Services that are important and often must be done for AI programmes to work but are less likely to create new strategic advantage for the consultancy (and may provide lower margins). They often support the journey rather than lead.* • Use-case identification & prioritisation • Implementation/roll-out of generative AI • Performance monitoring, model maintenance • Operational automation / efficiency gains

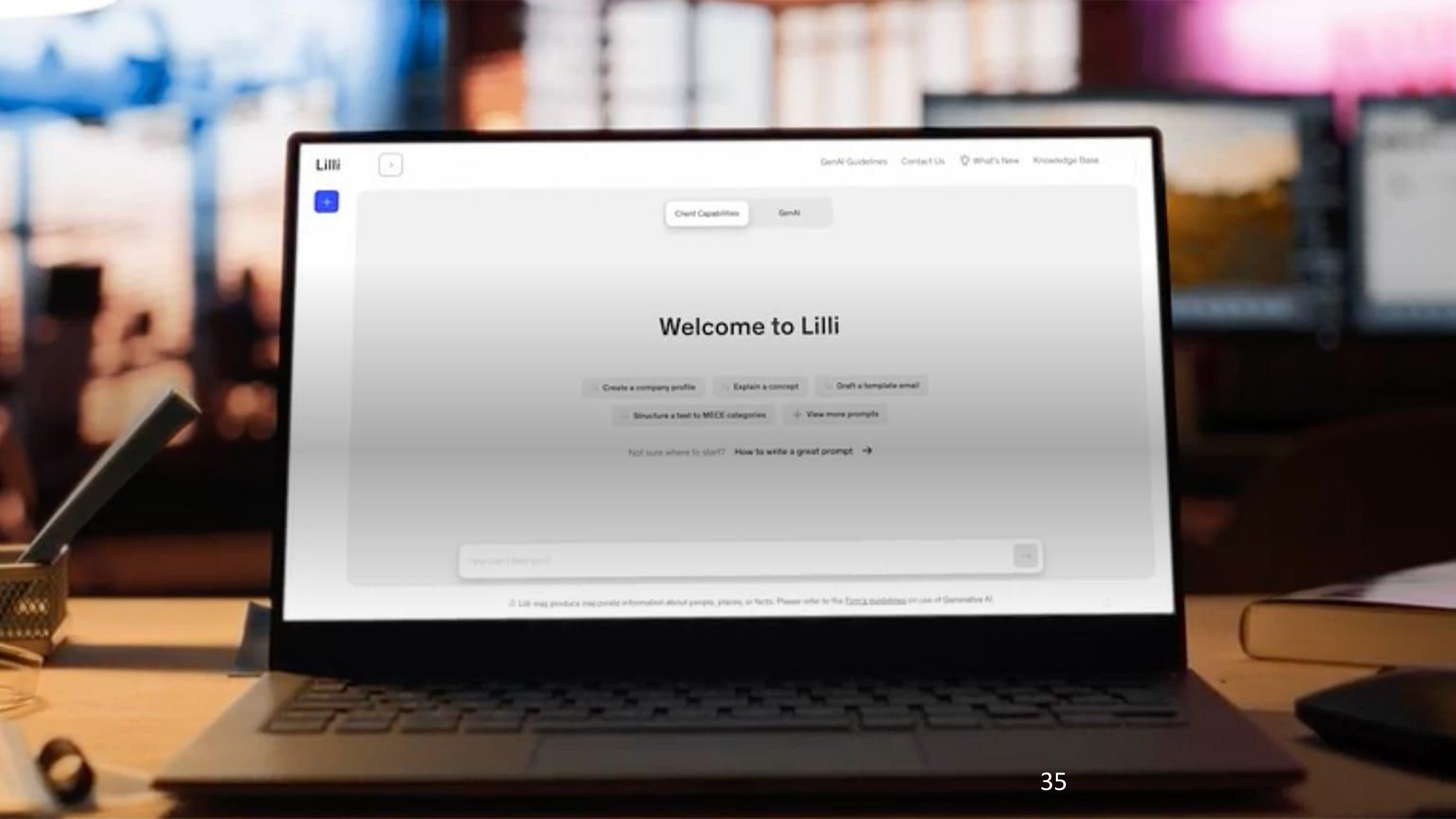
Section 3

Case-based review of what consultancies are doing with AI

Types of Consultancies in Focus



- *Strategy Houses (e.g. McKinsey)*
- *Big-4 (e.g. KPMG)*
- *IT Services (e.g. Accenture)*
- *AI-powered Challengers*


Lilli
GenAI Guidelines
Contact Us
What's New
Knowledge Base
Client Capabilities
GenAI
Welcome to Lilli
Create a company profile
Explain a concept
Draft a template email
Structure a text to MECE categories
View more prompts
Not sure where to start?
How to write a great prompt

Quotes from McKinsey Leaders

"My hope is the future McKinsey consultant, and perhaps broader to the industry as well, will actually spend more time activating their insights as opposed to doing the analytics to create them."

- Erik Roth, Creator of Lilli & Senior Partner

"With Lilli, we can use technology to access and leverage our entire body of knowledge and assets to drive new levels of productivity."

- Jacky Wright, Senior Partner and CIO

"Lilli has unleashed creative potential."

- Phil Hudelson, Partner & CTO

"We almost have AI in the room with us."

- Delphine Zurkiya, Senior Partner

Case: McKinsey’s “Lilli”

Lilli

- Lilli is McKinsey's proprietary generative AI platform.
- Named after Lillian Dombrowski.
- Launched in 2023.
- Designed to enhance consultants' efficiency by providing rapid access to firm-wide knowledge.

Usage by McKinsey Consultants

- Access internal knowledge (100,000+ documents).
- Identify subject matter experts.
- Develop client-ready materials.
- Brainstorm and generate insights.

Impact and Benefits

- Used by 70%+ of employees (~17 uses/week).
- Saves up to 30% time in information gathering.
- Processes 500,000+ prompts/month.
- Streamlines workflows and increases productivity.

Strategic Significance

- Integrates internal and external data.
- Provides tailored insights for client contexts.
- Enhances collaboration through expert connections.
- Represents a major shift in knowledge management.

Lessons Learned

- Prompts matter a lot.
- Be vigilant about data curation
- Invest in an orchestration layer
- Test and test again and again
- Its never just tech

Passing 100 Billion Tokens on OpenAI Tech

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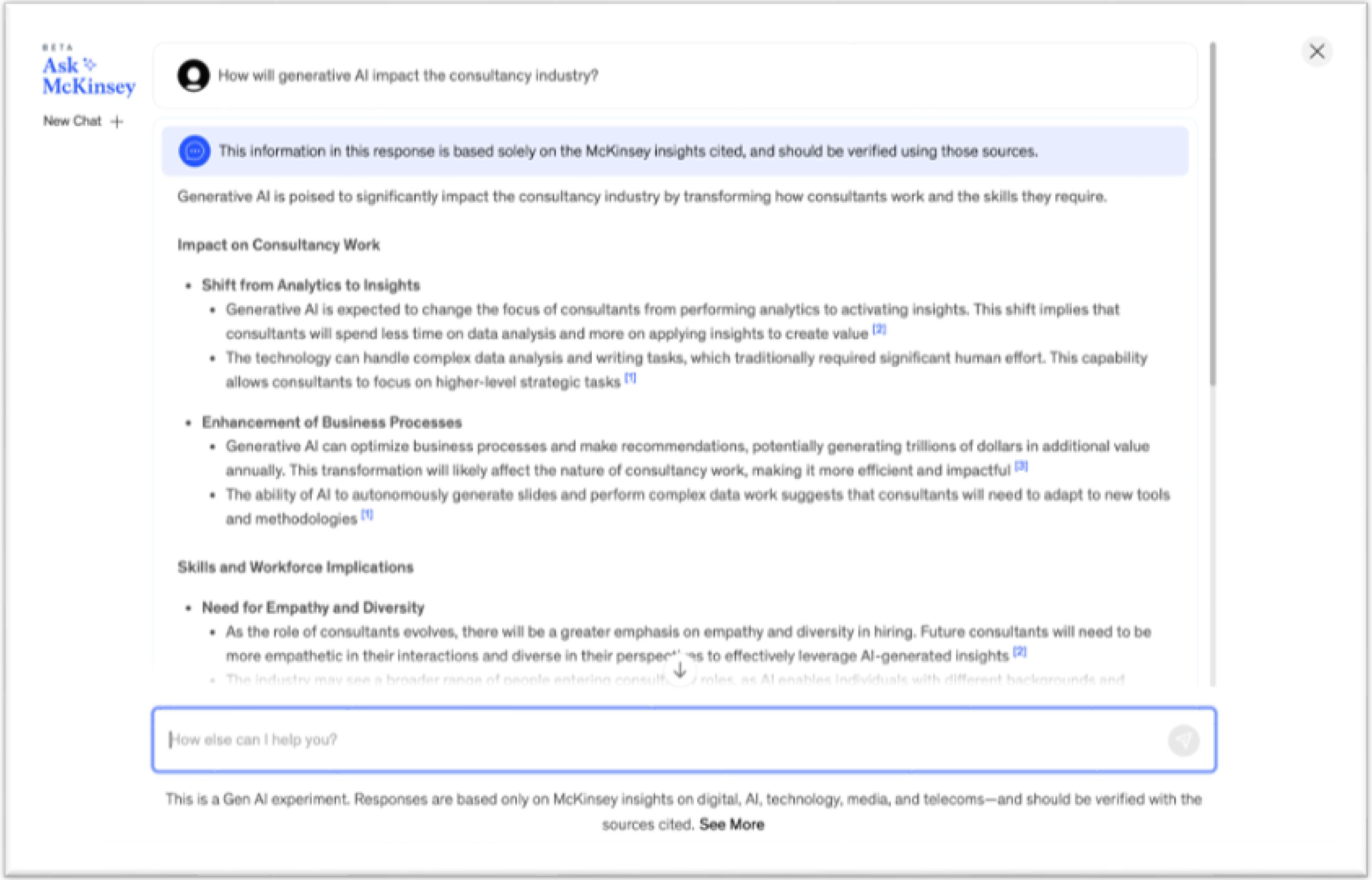
Lillian Dombrowski: The Inspiration Behind Lilli

- Lillian Dombrowski was McKinsey’s first professional female hire in 1945.
- Served for 35 years as an accountant, controller, and corporate secretary.
- Key contributions:
  - Reformed financial systems
  - Provided analytical support to consultants
  - Helped develop profit-sharing and pension plans
  - Organized McKinsey’s historical archives
- McKinsey’s AI platform 'Lilli' honours her legacy:
  - Like Lillian, Lilli aggregates and organizes knowledge
  - Empowers consultants with fast, insightful information
  - Embodies her pioneering, adaptable spirit
- Quote: 'Lilli was selected because the platform is as nimble, flexible, and thorough, as she was.'

Ask McKinsey!

Source: https://www.mckinsey.com/features/ask-mckinsey?cid=other-eml-alt-mip-mck&hlkid=baad510143c24d918432caf08cff703b&hctky=2182130&hdpid=5c430f42-8bd0-4b02-a31e-7519aee08fa9#ask-mckinsey

How will generative AI impact the consultancy industry?



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Case: AI at Boston Consulting Group (BCG)

Vlad Lukic

Managing Director & Senior Partner;
Global Leader, Tech and Digital Advantage

"It gets into the crux of our business, right? And it's going to be fundamental to the toolkit and skills that we need to have."

“50% of what we do, will be done by clever prompts.”

Forbes, 2024. https://www.forbes.com/sites/bernardmarr/2024/07/10/how-bcg-is-revolutionizing-consulting-with-ai-a-case-study/

Case: BCG's Enterprise GPT

Enterprise GPT

- Rolled out to all BCG staff.
- Ensures all data remains within BCG.
- Outputs are constrained to the client project.
- Enterprise GPTs and consultants can create their own GPTs.

Usage by BCG Consultants

- Over 3000 GPTs developed.
- Mix of enterprise consulting GPTs, corporate support function GPTs and personal GPTs.
- Gene is a versatile tool for client engagement and content creation.

Impact and Benefits

- Speed and productivity benefits.
- AI is taking over routine consulting tasks.
- Consultants can go deeper with their analyses and insights.
- In 2024, AI-related services accounted for 20% of BCG's total revenue.

Strategic Significance

- Cornerstone of BCG's AI strategy.
- Top-down development for enterprise use cases.
- Bottom-up for innovations by individuals.
- Led by senior partner task force for corporate AI apps and general AI apps for consulting workflows

Lessons Learned

- Formally measured impact on 750 staff.
- For straightforward tasks, productivity increased by 30-40% for new hires and 20-30% for experienced consultants.
- For complex tasks, productivity sometimes decreased due to the challenges of debugging AI-generated outputs.

Case: AI at Bain

Chuck Whitten, Bain’s Global Head of Digital, highlights the importance of integrating AI into core business functions, stating that companies should pursue a dual-track approach: balancing large-scale, transformative initiatives with incremental improvements.

Christophe De Vusser, Bain's Worldwide Managing Partner and CEO, notes the shift from experimentation to practical application of AI, emphasizing the need for businesses to assess their data readiness and the tangible results AI investments can yield.

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Case: Bain's Enterprise GPT & CoPilot

Enterprise GPT

- OpenAI's ChatGPT Enterprise available across all 18,000 staff.
- 60% of consultants adopted it within 2 weeks.
- Partnered with OpenAI for client industry solutions.

Other AI Tools

- Bain is implementing other AI tools like MS Copilot.
- Have developed in house proprietary tools to guide interviews and for data analysis.

Impact and Benefits

- Getting tasks done more quickly to enable increased focus on clients
- 30% of revenues now from digital and AI with projected growth to 50%.
- AI is central to more than 25% of Bain's work.

Strategic Significance

- Leadership is emphasising the transformative potential of AI.
- Also promoting the smaller incremental improvements in parallel.

Lessons Learned

- Rapid adoption.
- Integration of AI into operations and client services.
- Appointed a senior partner to provide firm wide leadership on digital and AI.

Case: AI at KPMG

David Rowlands, Global Head of AI

"We surveyed 1800 organisations … 100% felt the responsibility to review AI. 65% saw a key responsibility for KPMG as their auditors or big 4 partner to help them with the journey."

"We're applying our own AI frameworks to ourselves; we are our own first client – our client zero ….we're driving a broad-based transformation; how we sell our services, the services we sell, how we deliver them, how we use AI in our own operations, the impact on our workforce, how we look after our own data and technology….to make sure everything we do for our clients is successful and is done in a trusted manner."

Case: AVA at KPMG

AVA – Advanced Virtual Assistant

- A generative AI tool developed by KPMG UK to assist employees in accessing information, improving efficiency, and reducing risk.

Usage by KPMG

- 19,000+ users globally,
- More than 30 demo apps already developed
- £76 million in estimated savings generated at KPMG alone / for our clients
- On average users are saving over 2 working days (14.2 hours) per month by using AVA Chat.

Impact and Benefits

- Dramatic increase in efficiencies
- Significant cost reductions
- Faster and deeper insights
- More time dedicated to strategic tasks
- Enhanced staff productivity
- Greater transparency and explainability

Strategic Significance

- The firm has invested over $2 billion in AI and cloud services, aiming to generate $12 billion in revenue over the next five years.
- AVA is their own proprietary "AI as a Service" tool.

Core Components of AVA

- Knowledge digitalisation: To be mined for valuable insights.
- LLM-as-a-service: Secure access to the latest large language models.
- Workflow-as-a-service: Embeds gen AI into business processes and workflows.
- Apps-as-a-service: Builds and host AI applications.

Case: PairD at Deloitte, a UK Developed GenAI Platform

Costi Perricos
Global GenAI Business Leader

"Our generative AI platform is part of long-term AI investment plans, as we continue to explore the potential that this technology could offer our firm, our clients and wider society,"

Sulabh Soral
Chief AI Officer, Consulting

"It was brilliant to see so many teams from across the firm – those with expertise in AI technology, platforms, risk, legal, ethics, and data security and privacy – rally behind this common goal. With a lot of grit and determination, we were able to develop a solution that met our exacting standards for ethical and secure GenAI use within the firm."

Case: PWC

Marco Amitrano, PWC EMEA CEO

On increased spending on AI technologies….

"I could see pretty quickly [early on] that the money we were going to need to spend on technology , and AI in particular, needed to go up. We were going to need to spend more than we've ever spent before."

On the role of PWC in the AI wave…..

"We know what this stuff can do and what it can't do. We know more about that than Meta does, or any of the tech people.

If I've got a client who needs to manage their fleet of cars better … what I'm looking for is an AI-based solution to that challenge. Meta won't give them that."

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Source: Sunday Times, June 15, 2025.

Case: Accenture

Chair & CEO, Julie Sweet

"We are writing the playbook for how to be the most AI-enabled, client-focused professional services company in the world and a great place to work for our people - our reinventors."

Bringing all its service (incl. consultancy) together into a single, integrated unit called "Reinvention Services" - to create more leading solutions faster and embed data and AI more easily into its solutions and delivery

AI Refiner Distiller platform— addresses the full lifecycle: multi-agent orchestration, memory, workflows, governance, observability, cross-platform interoperability

Investing heavily in reskilling: rolling out AI / agentic AI training programs across its workforce.

Generative AI new bookings of $1.8 billion for the quarter and $5.9 billion for the year

Case: Unity Advisory (Challenging General Consulting)

Marissa Thomas, Former COO of PWC & CEO of UA

- $300m in funding
- Aims to be "leaner, conflict-free and **offer AI embedded performance-led models to clients.**"
- Targeting clients with between £500m to £1.5 bn

Steve Varley, Former UK Chair of EY & Chair of UA

"CFOs are open to a new proposition. The Big Four are a classy bunch of service providers, but people are looking for a proposition that is super client-centric, has really low administrative cost, is AI-led rather than based on legacy infrastructure and, crucially, has no conflicts."

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Source: Consultancy.uk 29 April, 2025.

Case: Dstyl (Focused on AI Consulting)

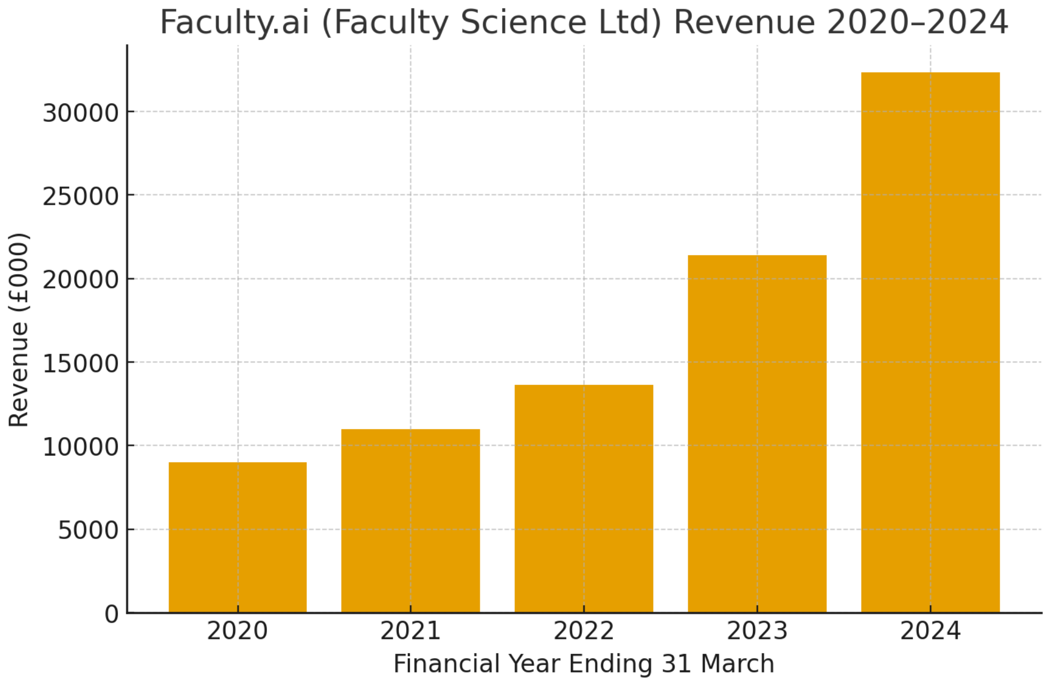
Founders: Arjun Prakash and Derek Ho formerly in senior business development roles at Palantir

- Founded in 2022 from employees of Palantir where they served in senior business development roles for over 5 years (Cornell & Wharton grads)
- HQ in San Francisco
- Approx. 100 employees, around $30m of revenues growing at 5x in 2024 and 8x in 2025
- Raised $175 million, giving it a valuation (reported) of ~$1.8 billion
- Closing the "last mile" of AI adoption (integration, embedding, operations) that many tool vendors don't address

"Our belief is that the next chapter of AI leadership won't be won by the models alone, but by operationalizing AI at scale in enterprises and transforming how they work."

Case: Faculty AI (Focused on Applied AI – Consulting, Applications & Platform specializing in Frontier AI)

Founded by Marc Warner, Angie Ma and Andy Brookes in 2014



Case: Echelon AI – (Automating Implementation of Enterprise Software Application, ServiceNow)

Rahul Kayala – Co Founder, Echelon AI

"The biggest barrier to digital transformation isn't technology — it's the time it takes to implement it ….. AI agents are eliminating that constraint entirely, allowing enterprises to experiment, iterate, and deploy platform changes with unprecedented speed."

Echelon's approach replaces human consultants with AI agents trained by elite ServiceNow experts from top consulting firms. These agents can analyse business requirements, ask clarifying questions in real-time, and automatically generate complete ServiceNow configurations including forms, workflows, testing scenarios, and documentation.

$4.75 million in seed funding led by Bain Capital Ventures

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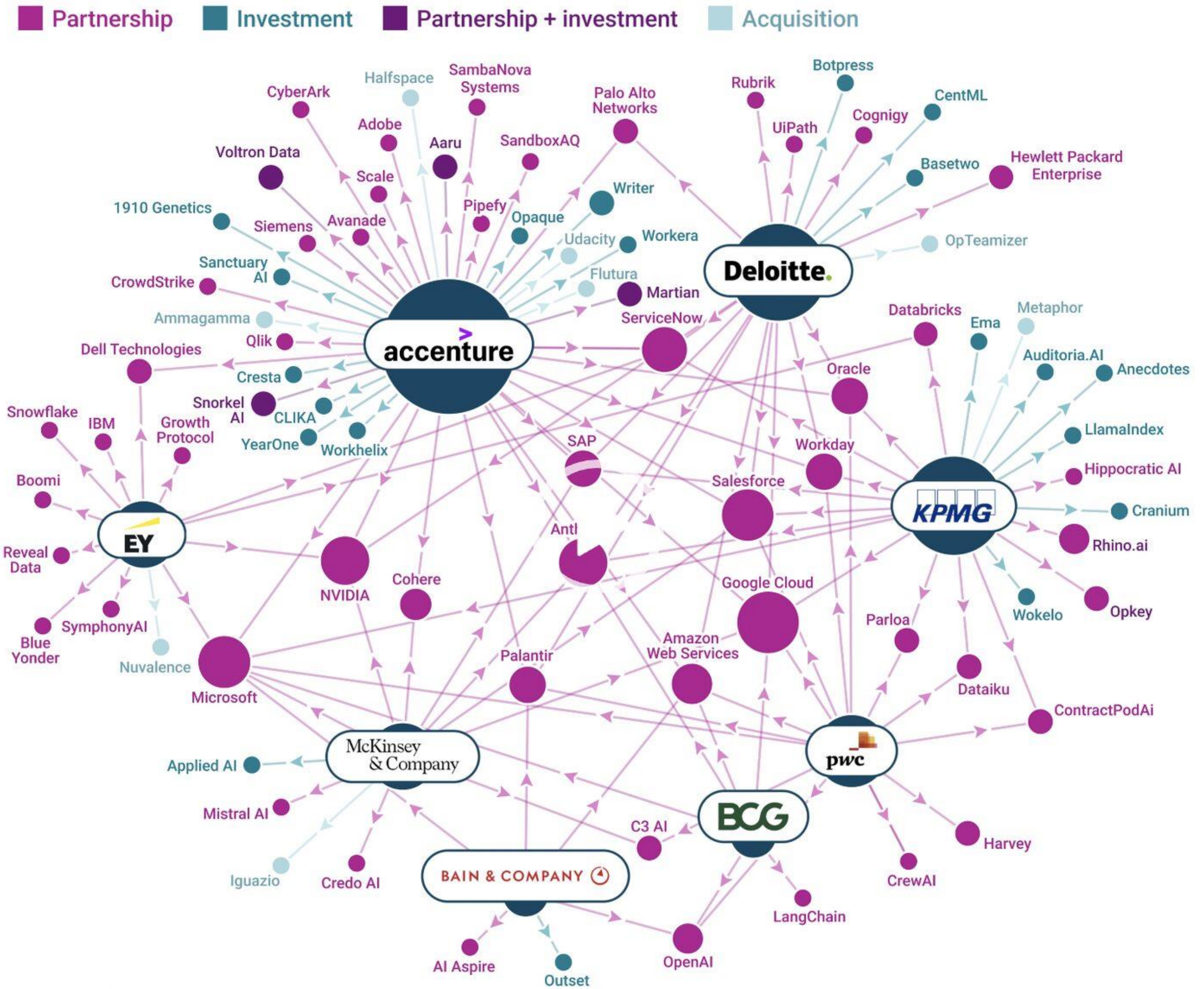
https://www.echelonai.com

AI investments, acquisitions, and partnerships since 2023



Source: https://www.linkedin.com/posts/hugoraijmakers_ai-agents-are-reshaping-consulting-faster-activity-7379775982997757952-o7Mb/?utm_source=share&utm_medium=member_ios&rcm=ACoAAAAHVlcBM9XTwIsp2Pvb1QCQ-7A1hJdMnGM

Insights: AI Developments across Consulting Industry

Consultancy Industry	• Gathering pace and investing in platforms, people and propositions • Senior level leadership with some restructuring happening • Early days for benefits from AI deployed within consultancy processes • Rapid growth in new business supporting clients in their AI journeys • Recruitment and retention being affected & investing in training • Different ways for solving the issue of needing an AI platform
Strategy houses & boutiques	• Early mover advantages have yielded impressive results • Partnering for AI technology platforms • Able to leverage their internal data and knowledge bases
Big-4 & IT Services consultancies	• Early moves do not seem to have paid off, but moving at pace now • Building their own comprehensive AI technology platforms (not yet with own foundation models) • Rapidly growing revenue on corporate agentic AI • Restructuring & AI platform investments pressuring earnings
Challengers	• Surprisingly, so far only a few and not a major feature • VC funding available and first movers are gaining traction • Less "challenging the incumbents" than "riding the wave"

Generative & Agentic AI for Consulting

Naïve Prompting

LLM + UI

Consultants asking questions or requesting actions from a ChatGPT – both on firm's platform or as "shadow AI" on their personal GPT accounts

Prompt Engineering

LLM + Prompt + UI

Outputs from a ChatGPT can be improved significantly with context and prompt engineering introduced to the LLM via the LLM's context window

Augmentation

LLM + RAG + Prompt + UI

The LLM can be fine tuned for specialist tasks or specialist knowledge introduced using RAG for the LLM to use that knowledge in its responses

Agentic AI

LLM + RAG + Agents + Memory + MCP + Prompt + Workflow+ UI

Specialised agents (often by role) can be created that work together under an orchestrating agent to carry out a series of specialist AI-enabled tasks to achieved a complex goal

Autonomous Agents

LLM + RAG + Agents + MCP + Prompt + UI + Autonomy

The AI application can be allowed to operate autonomously – with humans in the loop or (potentially) without!

Live Demo 2 | Co-Worker

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Demo: AI Enabled Consultancy Co-Worker (1)

Idea: I am a practicing consultant in a consultancy. My expertise is not in AI but given the demand for AI advice from clients a “Co-Worker” with both consultancy expertise and AI strategy expertise would be helpful. HR say recruiting such a person is impossible. Can Agentic AI be used instead.

Scenario: We have a meeting with the CEO of the BCS to discuss its AI strategy. Can the AI Co-Worker create a briefing pack, plan to support the BCS, engaging email and a slide deck?

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Demo: AI Enabled Consultancy Co-Worker (2)

Demo: AI Enabled Consultancy Co-Worker (3)

Consultancy Playbook (increased knowledge of consulting)

CONSULTANCY PLAYBOOK — TABLE OF CONTENTS

CONSULTING PRINCIPLES — EXECUTIVE SUMMARY

1. Put the client first — understand, listen, and deliver measurable value. 2. Use facts and structure — always base recommendations on evidence. 3. Build trust — communicate with clarity, honesty, and empathy. 4. Be decisive — simplify complexity and guide the client to action. 5. Deliver excellence — manage time, quality, and relationships rigorously. 6. Act ethically — maintain confidentiality and integrity in all work. 7. Learn and adapt — reflect on feedback and continuously improve.

Title: - Heading: How To Be a Consultant What's Different About Being a Consultant? Introduction to Consulting Subheading: What is a consultant? • A consultant is contracted for a limited time to provide specialized knowledge and skills to a client organization. Subheading: Types of Consultants • There are three main types of consultants: o Freelance consultants: These consultants work for themselves and are responsible for finding their own clients and managing their own work. o Consultants who work for a consultancy firm: These consultants are employed by a consultancy firm and are assigned to client projects by the firm. o Associates: These consultants are not full -time employees of a consultancy firm, but they work with the firm on a regular basis. Subheading: Challenges of Being a consultant • The challenges of being a consultant include: o The need to be self -motivated: Consultants are responsible for their own work and must be able to motivate themselves to complete projects on time and within budget. o The risk of not having enough work: Consultants may experience periods of unemployment between projects. o The need to be able to adapt to different clients and projects: Consultants must be able to quickly learn new things and adapt to the needs of their clients. Subheading: Rewards of Being a consultant • The rewards of being a consultant include: o The flexibility to work from anywhere in the world: Consultants can work from home, from coffee shops, or from anywhere else with an internet connection.

o The opportunity to learn new things: Consultants are exposed to a wide variety of projects and clients, which gives them the opportunity to learn new skills and knowledge. o The potential for high earnings: Consultants can earn a high salary, especially if they are experienced and have a strong network of clients.

Title: - Heading: How To Be a Consultant Being A Consultant? Becoming a consultant: A Comprehensive Guide Sub-heading: Insights from David Lightfoot, COO of Fusion Global Business

AI Strategy Compendium (increased knowledge of AI in business)

Boards Need a New Approach to Technology – Summary for AI Strategy Compendium

Based on Harvard Business Review article 'Boards Need a New Approach to Technology' by Tarun Khanna, Mary C. Beckerle, and Nabil Y. Sakkab (Sept–Oct 2024, Reprint R2405J).

1. Core Thesis

Boards have focused too narrowly on IT and cybersecurity risk, overlooking wider opportunities in AI, materials science, and genomics. To stay competitive, they must institutionalize Technology Committees (TechComs) that guide innovation, risk appetite, and scientific engagement.

Primary Functions of Tech Committees	Description
Scan & Prioritize	Systematically identify and monitor emerging technologies via a 'technology rad
Embrace Risk	Treat technology as a strategic bet, not a compliance concern.
Shepherd Core Technologies	Guide long-horizon R&D and cross-sector collaboration.
Educate & Counsel	Enhance board understanding of technology and its business impact.

2. Case Studies

AES (Energy): Created a Technology Committee integrating renewables and grid-scale storage; led to Fluence Energy JV with Siemens.
Johnson & Johnson (Healthcare): Science & Technology Committee bridges medtech and pharma innovation through JLABS and oncology partnerships.
Altria (Consumer Goods): Innovation Committee guided transition to non-combustion nicotine and harm reduction products.
Dassault Systèmes (Industrial Software): Scientific Committee oversees 20-year roadmap on AI, virtual twins, and biosciences.

3. Governance Design Principles

Dimension	Guidance

Demo: AI Enabled Consultancy Co-Worker (4)

/brief. We have a meeting with the Chief Executive of the British Computer Society to discuss the Society's AI strategy. Prepare a briefing paper on the British Computer Society and propose AI strategies it should be considering.

/plan. Create a plan that we can discuss with the Chief Executive for creating and implementing an AI strategy for the Society with support from consultancy.

/email. Draft an email to the Chief Executive thanking her for agreeing to the forthcoming meeting and outlining what should be discussed.

/slides. Create the slides for the meeting.

Demo: AI Enabled Consultancy Co-Worker (5)

Briefing:

• British Computer Society (BCS) is the UK's Chartered Institute for IT, founded in 1957 and granted its Royal Charter in 1984. It promotes computing education, professional standards, chartered status (CITP, CEng), ethics, and diversity for public benefit wikipedia.org(en.wikipedia.org).

• BCS currently serves ~70,000 members across 150 countries, anchored on four strategic pillars — Membership, Inspiration, Progression, Influence — with a sharp focus on ethics, skills, education, and public trust in technology bcs.org(bcs.org).

Recommended AI strategy directions:

• **Establish an AI Ethics Framework and Professional Accreditation**: Build on BCS's ethical mandate to define standards or a charter for ethical AI. Offer specialist accreditation (e.g. CITP-AI), reinforcing accountability and trust bcs.org(bcs.org).

• **Embed AI into Education & Skills**: Develop AI learning paths within school (Inspiration) and professional development frameworks (Progression). Align with digital literacy and diversity goals.

• **Advocate and Influence AI Policy**: Use BCS's Influence platform to shape public policy on AI regulation, governance and workforce readiness.

• **Foster Inclusive AI Communities**: Launch specialist AI interest groups to accelerate peer learning, research translation, and ensure under-represented groups are engaged in AI development.

Each initiative aligns with BCS's charter, supports its strategic pillars, and strengthens its mission of "making IT good for society."

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Demo: AI Enabled Consultancy Co-Worker (6)

1. Establish AI Strategy Taskforce
Owner: BCS Chief Executive, Consulting Lead
Timeline: Month 1
Outcome: Cross-functional team (internal/external) formed to steer AI strategy.

2. Define Strategic Vision & Stakeholder Needs
Owner: Taskforce, Consulting Team
Timeline: Months 1-2
Outcome: Vision statement, mapped stakeholder requirements (members, educators, industry, policymakers).

3. Assess Current Capabilities & Gaps
Owner: Consultants, BCS Department Heads
Timeline: Months 2-3
Outcome: SWOT analysis, readiness assessment for people, technology, governance, and ethics.

4. Develop AI Ethics & Accreditation Framework
Owner: Ethics Board, Consultants
Timeline: Months 3-5
Outcome: Draft ethics framework; roadmap for new AI professional accreditations..

5. Launch AI Education & Skills Initiatives
Owner: BCS Education & Membership Teams
Timeline: Months 4-7
Outcome: School outreach, new AI learning paths, member upskilling programmes.

6. Policy Advocacy & Public Engagement
Owner: Policy/PR Lead, CEO
Timeline: Months 3-8
Outcome: Published AI policy position; engagement forums for members and public.

7. Pilot Specialist AI Communities & Partnerships
Owner: Membership, Community Manager
Timeline: Months 6-8
Outcome: AI special interest groups, partnerships with universities, industry, and diversity groups.

8. Implementation, Monitoring, and Review
Owner: Taskforce, Consultants
Timeline: Months 8-12
Outcome: Execution tracked via KPIs, bi-annual review; iterative improvement.

Demo: AI Enabled Consultancy Co-Worker (7)

Subject: Agenda for Forthcoming Meeting on BCS AI Strategy

Dear [Chief Executive's Name],

Thank you for agreeing to meet with us to discuss the British Computer Society's approach to AI. We value this opportunity and look forward to collaborating on next steps.

To ensure our conversation is productive, we propose the following agenda:

- The Society's strategic vision for AI and desired outcomes
- Considerations for establishing an AI strategy taskforce
- Assessing current strengths, gaps, and readiness for AI adoption
- Opportunities to develop AI ethics standards and professional accreditation
- Expanding AI education and skills initiatives across membership and outreach
- Shaping BCS's role in AI policy advocacy and stakeholder engagement
- Piloting new specialist AI communities and external partnerships
- Agreeing next steps, support required, and success metrics

We welcome your input on additional topics to cover. Please let us know if the agenda aligns with your expectations or if there are priority areas to highlight.

We look forward to our discussion.

Best regards,

Demo: AI Enabled Consultancy Co-Worker (8)

Slide 1: Meeting Purpose & Agenda
•Welcome and introduction
•Purpose: Outline and co-develop BCS's AI strategy directions
•Key topics: Vision, taskforce, ethics, skills, advocacy, next steps
Suggested Table: Meeting agenda overview

Slide 2: BCS—AI Strategic Imperative
•BCS: Charter to advance ethical, impactful technology for public benefit
•AI's rising influence in society, industry, and policy
•Opportunity: Position BCS as a leader in responsible AI
Suggested Chart: BCS mission → AI opportunity alignment

Slide 3: Vision & Outcomes for AI Strateg
•Set an inspiring but pragmatic vision for AI at BCS
•Target outcomes: Ethical leadership, member value, societal benefit
•Align with BCS pillars: Membership, Inspiration, Progression, Influence
Suggested Diagram: Vision/outcomes mapped to BCS pillars

Slide 4: Proposed AI Strategy Taskforce
•Cross-functional team (internal + external expertise)
•Accountable for strategy formulation, implementation, monitoring
•Ensures inclusivity: members, educators, policymakers
Suggested Org Chart: Taskforce structure

Slide 5: Assessing Readiness & Identifying Gaps
•Review current skills, processes, governance, and technology
•SWOT analysis to inform priorities
•Leverage consultancy for independent assessment
Suggested Table: Example SWOT elements

Slide 6: Ethics Framework & Professional Accreditation
•Develop BCS-led AI ethics framework
•Integrate into updated professional standards & certifications
•Enhance public trust in AI practitioners
Suggested Flow: Ethics—>Standards—>Accreditation

Slide 7: AI Education & Skills Initiatives
•Embed AI content in school outreach, member upskilling, CPD
•Diversity, equity, and inclusion at the core
•Engage industry partners for practical learning
Suggested Chart: Learning pathways

Slide 8: AI Policy Advocacy & Community Building
•Shape AI regulation and workforce policy
•Convene forums, working groups, and public engagement
•Launch specialist AI interest groups and partnerships
Suggested Chart: Stakeholder engagement map

Slide 9: Implementation Roadmap & Consultancy Support
•Phased delivery plan with milestones and owners
•KPIs, monitoring, and feedback loops
•Consultancy as strategic partner from design to execution
Suggested Timeline: 12-month roadmap

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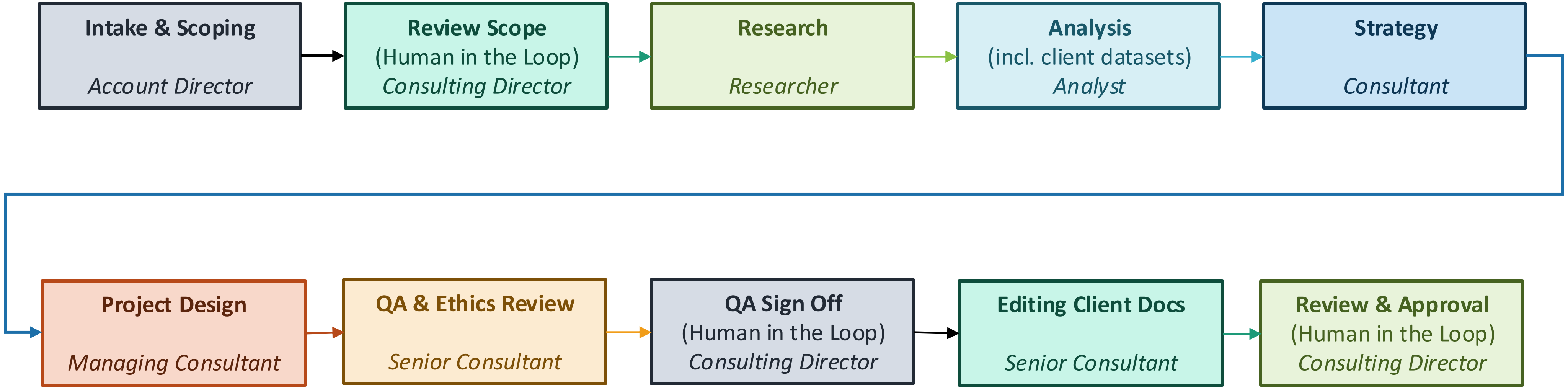
Live Demo 3 | AI Enabled Consulting Team

Enterprise Vibe Consulting Demo (1)

Scenario: UK grocery chain's online conversion dropped 8% in Q3.
Identify drivers and propose actions within 4 weeks.



Enterprise Vibe Consulting Demo (2)

OpenAI Agent Builder Platform

To run quickly uses GPT 4.1, little prompt engineering beyond role, low number of tokens

Human in loop restricted to stage approvals. Data is simplified.

Enterprise Vibe Consulting Demo (3)

Intake & Scoping

Account Director

Research

Researcher

Objectives
- Identify the key drivers of the 8% drop in online conversion in Q3
- Propose actionable recommendations to restore or improve the online conversion rate
- Complete the analysis and deliver recommendations within 4 weeks

KPIs
- Identification of top drivers contributing to the conversion decline
- Delivery of comprehensive driver analysis and action plan by 4-week deadline
- Quantitative estimation of expected impact for each proposed action

Hypotheses
- Technical issues or website changes negatively affected user experience
- Changes in product mix, pricing, or promotions impacted conversion rates
- Increased competition or market conditions influenced customer behavior
- Operational/logistics factors (e.g., delivery slots, stockouts) contributed to drop
- Economic factors or seasonality skewed shopping patterns in Q3

Claims and Supporting Evidence

1. UK grocery eCommerce conversion rate benchmark in 2024 was approximately 6.0%.
- *Supporting Quote:* "The UK grocery eCommerce conversion rate was reported at 6.0% in 2024, indicating the typical baseline for online purchase completion."
- Source

2. Mobile site performance significantly impacts conversion rates—62% of consumers are less likely to convert after a poor mobile experience.
- *Supporting Quote:* "When 62% of consumers are less likely to convert if they have a negative mobile site experience, ensuring that your site is quick and easy to load makes a significant improvement on your overall conversion rates."
- Source

3. Many UK supermarkets are experiencing declines in organic traffic on both desktop and mobile, which reduces potential site visitors and conversion opportunities.
- *Supporting Quote:* "Three supermarkets reported a drop in organic traffic on desktop, with Sainsbury's flagging the biggest decrease (-6%). On mobile, 5 supermarkets saw a drop in organic traffic, with Sainsbury's also reporting the biggest loss on this device (-15%)."
- Source

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Enterprise Vibe Consulting Demo (4)

Analysis
(incl. client datasets)
Analyst

Strategy

Consultant

Analytical Findings

1.Conversions fell sharply (25%) from July to August, coinciding with the lowest in-stock rate (84%).
2.Conversion recovery in October parallels improved stock rates (up to 93%).
3.The largest session drop (17%) did not fully explain larger conversion falls (21%), highlighting an internal conversion issue.
4.Media spend is most efficient in Search; reallocating from Display (ROI 0.9) could boost performance.
5.External evidence: Stockouts, traffic quality, and mobile UX are material drivers of conversion declines in UK grocery.

Suggested Charts

•Line chart: Product In-Stock Rate vs. Conversions over time
•Dual-axis line/bar chart: Sessions & Conversions by Month
•Bar chart: Media Spend vs. ROI by Channel
•Scatter plot: In-Stock Rate vs. Conversion Rate
•Benchmark comparison: Client Conversion Rate vs. UK market benchmark

Strategic Options

1.Accelerate resolution of inventory and stockout issues by enhancing supply chain visibility and improving purchasing forecasts.
2.Reallocate digital marketing spend toward higher-ROI channels (e.g., Search), while deprioritizing low-performing channels like Display to improve quality of traffic.
3.Conduct a rapid audit and optimization of the mobile user experience, addressing any pain points identified by user research and technical monitoring.

Recommendation

Prioritize fixing product availability issues immediately, as restoring in-stock rates has the most direct and proven impact on online conversion recovery.

Enterprise Vibe Consulting Demo (5)

Project Design

Managing Consultant

QA & Ethics Review

Senior Consultant

30/60/90-Day Action Plan

•**30 Days:** Conduct a root cause analysis of the 8% online conversion drop, focusing on inventory, user experience, and traffic sources. Gather relevant data and consult stakeholders.

•**60 Days:** Develop, prioritize, and document actionable recommendations. Pilot or implement rapid fixes for highest-impact drivers, such as product availability and mobile UX.

•**90 Days:** Track early results from interventions, iterate recommendations, and finalize a roadmap for sustained conversion rate improvement.

Key Risks

1. Lack of timely access to accurate data may delay root cause identification and actionable insights.
2. Stakeholder resistance or lack of ownership may hinder rapid implementation of fixes.
3. Interventions focused on specific drivers (e.g., inventory) may overlook complementary issues like marketing channel effectiveness or technical performance.

QA Summary

1. All claims are well-supported by external benchmarks and market data specific to UK grocery eCommerce.
2. Internal consistency is maintained between findings, recommendations, and the action plan; inventory/stockouts are correctly identified as the primary driver, with secondary technical and marketing-dependent factors noted.
3. Ethical alignment: No recommendations or plans present compliance, reputational, or data ethics risks.
4. No unsupported or conflicting claims were found.
5. Risks are transparently listed and align with plan rationale, emphasizing data and stakeholder engagement.
6. Draft is clear, actionable, and client-ready, with immediate next steps and KPIs included.

Final Approval Statement

The analysis confirms that the online conversion decline is primarily driven by stockouts, with technical and marketing channel factors as secondary contributors. Immediate restoration of product availability is the lead recommendation, backed by direct correlation in the provided data. The 90-day plan emphasizes rapid root cause analysis, targeted interventions, and ongoing improvements, with key risks appropriately noted. The draft is clear, factual, and suitable for client delivery after editing.

Enterprise Vibe Consulting Demo (6)

Editing Client Docs

Senior Consultant

Executive Summary

[redacted] The analysis revealed that the 8% drop in online conversion for the UK grocery chain during Q3 was primarily attributed to a significant decrease in product availability (stockouts), with the lowest in-stock rates directly correlating to the sharpest fall in conversions. Secondary contributors included the efficiency of digital marketing channels and user experience issues—especially on mobile devices—echoed by UK-wide trends in grocery eCommerce.

To reverse the decline, immediate focus should be given to restoring product availability as data shows this delivers the most direct recovery in conversions. Complementary actions include reallocating marketing spend toward better-performing channels (notably Search) and rapidly auditing and improving the mobile user experience. A clear 90-day roadmap has been provided, addressing root causes through targeted interventions and sustained measurement, with key risks identified and mitigated through stakeholder engagement and an iterative, data-driven approach.

Slide Outline

1. Situation & Objective
   - 8% Q3 online conversion drop: urgent root cause analysis and action needed within 4 weeks.
2. Key Findings
   - Stockouts drove conversion decline; secondary effects from traffic quality and mobile UX.
3. Data Deep Dive
   - In-stock rate & conversion chart; channel ROI data; external benchmarks.
4. Recommendations
   - Restore product availability; optimize marketing mix; improve mobile UX.
5. 90-Day Action Plan
   - 30: Analyze, 60: Pilot fixes, 90: Review & roadmap. Address data & stakeholder risks.
6. Impact & Next Steps
   - Expected outcomes, ROI, and monitoring for sustained conversion growth.

Insights: Reshaping of Consulting

New Model for Consultancies	New AI Co-Workers	New Economics
Pyramid to obelisk structures	Human-AI collaboration	New pricing models
		

Buzz Group Exercise

Share insights and key actions for attendees, consultancies & our profession ?

If **on Zoom**: Contribute into the “Chat” area - reading and building on others.

If **in room**: Organise into convenient small groups. Check around you that no-one is left out. Discuss.

Please don’t share confidential information!

Vision: Golden Age for Consulting

with Britain as an AI Consulting superpower....(or not?)

Sir Kier Starmer, Prime Minister, UK

(speech at UCL on 13/01/2025)

“And we are going to make AI work for everyone in our country…

This is the nation of Babbage, Lovelace and Turing…

That gave birth to the modern computer and the World Wide Web …

So, mark my words – Britain will be one of the great AI superpowers.

Now, that’s not boosterism or wishful thinking…

This can be done, and it will be done.”

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Q&A / Contributions & Insights

Networking

Ready:	How ready are we?
Steady:	What are the risks?
Go:	What are the opportunities?
Go Large:	How do we win big?