

# Enabling Britain to grow



MCA  
AWARDS  
2014

in association with the  
Management  
Consultancies Association

## 2014 MCA Awards

# Working together is helping the UK economy to grow

Using consultancies effectively can benefit both business and society, says **Alan Leaman**, chief executive of MCA



Each year, independent judges pick the outstanding consulting projects from dozens that enter our MCA Awards. This year we celebrated work that has enabled companies to find new markets, create more jobs and develop exciting products. It shows why the UK economy is growing again.

These awards are for organisations and their consultancies. The best consulting projects are designed, planned and delivered together.

We have noticed growing enthusiasm amongst clients in recent

years. They are rightly proud of their achievements: the work of choosing the best consulting firm, agreeing the right objectives and partnering successfully with an outside firm reflects great credit on any organisation. As one commentator put it: "The effective use of consultancy is part of what makes a good manager . . . Shared success, shared knowledge and expertise, shared credit."

That is also true in the public sector, which continues to deal with the pressures of shortages of cash and rising demand. It is often consulting

projects that deliver savings for taxpayers and better services for patients, citizens and communities.

Many of the UK's top business leaders, most successful companies and outstanding public sector managers are 2014 MCA award winners. You will find examples of digital innovation and technical brilliance, changes that elevate performance and win new customers, and public sector work that improves the lives of thousands of people.

We are very proud of the quality of the winning firms and the impact of

**Alan Leaman at the Awards ceremony, under the gaze of the judging panel**

**Editor:**  
Mark Barber  
020-7782 5742  
Cover image:  
Balfour Beatty

their work. One judge said they are role models for the excellence of consultancy and the important value it delivers — for business and society.

People the world over increasingly look to the UK for the best advice and consultancy. Whether in large multi-nationals or smaller specialist firms, UK consultants deliver high standards and quality work.

Finally, look out for our individual award winners, led by Sha Ali. They are brilliant role models for anyone who wants to make a difference.

Congratulations to them all.

## TECHNOLOGY + BUSINESS



At KPMG we realise technology is an essential factor in transforming your business. It's core to the success of every industry and should be top of every business leader's mind. Our award-winning consultants work to combine deep business understanding with cutting edge solutions to really change the game. That's why KPMG's Sha Ali won both the MCA Technology Consultant award and The Times Consultant of the Year award.

## BETTER TOGETHER

[www.kpmg.com/uk/mc](http://www.kpmg.com/uk/mc)

**KPMG**  
cutting through complexity

# Camera helped gas alliance to click

**A huge team effort to cut costs but not standards has won the top award, writes James Dean**

**H**ow do you replace more than 300 miles of gas mains every year, while at the same time make substantial cost savings? That was the extremely tricky question facing Balfour Beatty Utility Solutions.

The company was six years into an eight-year alliance with National Grid to renew gas mains in the North West when the Government demanded substantial cost savings across all of the power company's operations.

The gas alliance, worth as much as £90 million a year to Balfour, involved upgrading up to 500 kilometres of gas pipes every year, affecting as many as 60,000 customers. It was a valuable contract and Balfour was under pressure to act. The company called in Boxwood.

"It was a serious challenge," says Paul Cooper, senior manager for utilities at Boxwood, who was the engagement lead for the project. "The bar was set very high and Balfour did not have a good idea at the time about how to tackle such a large-scale transformation — they were not sure where to start."

What Balfour and Boxwood did next has won them the MCA's Project of the Year and also Performance Improvement in the Private Sector awards. In addition, it helped Balfour to secure contracts worth £1.2 billion over the next eight years.

Charles Morley, then the business improvement manager at Balfour, was the project lead for the alliance. He drafted in 60 staff to work on it.

It began in October 2010 with an eight-week scoping project of the entire gas mains replacement process. The team then broke down the work into 12 projects. A member of the alliance's senior management team was put in overall control of each



project. Potential cost savings were estimated, and teams were measured against these estimates on a weekly and monthly basis. A steering group met weekly to review progress.

One of the 12 projects focused on the efficiency of the 70 construction gangs that were replacing the gas mains across the region. "We spent a lot of time standing in the streets with the gangs, talking to them not about working harder and faster, but working smarter," Cooper says.

The project involved totting up the number of metres of piping each gang was replacing per man, per week. The team discovered that if each man could replace 30 metres of piping a week, the alliance would save money. However, at the time some teams were replacing as little as 10 metres of piping per man, per week. How could this output be improved?

The easiest way to renew the old, metal mains pipes was to insert a

**Balfour Beatty have to replace up to 500 kilometres of pipeline a year in the North West**

**“The project was huge. We were burned out by the end**

plastic pipe inside them. This meant that roads did not have to be dug up along the length of the mains.

Sometimes there were blockages, however. Also, service connections, joining the mains to homes, had to be identified.

The team decided that the construction gangs should first pass a video camera through the old mains before they began renewal work. This meant that they could quickly identify blockages and service connections, allowing them to dig fewer and smaller holes in the road and to cut out unnecessary, time-consuming digging.

Through the 12 project streams, the alliance saved £5 million in the first year and £6 million the next. All told, there were 20 per cent cost savings.

"The project was huge," Morley says. "We were burned out by the end of it but it was an amazing project to have been on."

The project also paved the way for

Balfour to win another eight-year contract to be National Grid's partner in the gas alliance.

Cooper says: "We worked collaboratively with the project team. We never said 'do this', or 'do that'. To get real change, it had to come from them. What we left in place was a series of initiatives that put the alliance on a trajectory to further improve performance in the years to come."

Colin Kelly, managing director at Balfour Beatty Utility Solutions, says: "Our work with Boxwood not only helped us secure more work with National Grid. We have also introduced the innovations across our other contracts, benefiting our clients and making us more competitive."

"I was particularly impressed by the way Boxwood engaged with and mobilised the whole organisation. We could not have achieved so much so quickly without their support."



**Sha Ali wants to build trusting relationships**

## Technology wizard favours the personal touch

**T**hink of patents and you probably think of a crazy-haired inventor sitting in the garden shed experiencing a eureka moment. But management consultants sometimes get patents, too.

One of them is Sha Ali, of KPMG, who has received The Times Award for Consultant of the Year and Technology Consultant of the Year at the 2014 MCA Awards.

Ali's creation is a platform, called BPM-O, which allows businesses to build processes using Excel and Visio without the need for developers. It led to only the second ever patent

application by the consultancy firm.

BPM-O was devised by Ali for a large retail bank in the UK to help it comply with the Foreign Account Tax Compliance Act, which obliges it to identify any foreign earnings of US commercial and personal customers.

Ali, 35, originally from Bangladesh, says: "I felt strongly that they should use a different piece of software that would save time and give greater accuracy for their investigations, even though this would be harder to implement. The client did not initially appreciate the potential benefits, but through my persistence, I was eventually able to convince them to

accept my recommendation, which has brought subsequent significant gains, and further cemented our relationship."

He says he is humbled by his awards but has a philosophy with his clients of believing that nothing is impossible.

"I don't try to scare clients about the problem they have," he says. "Consultants often go in and make problems sound much more complicated than they really are. I also like to look at a problem and turn it around to see if there is another, unexpected way of solving it."

He is a big believer in developing trusting relationships with clients,

speaking frankly and not sugar-coating bad news — almost inevitable at some point in a large project.

"I earn trust from clients by going beyond the formal terms of contracts, and acting as a broader business adviser. And, perhaps unusually for a technologist, I favour the power of personal over electronic communications, helping to build relationships."

Ali has a degree in computer science from Brunel University and has been a consultant for the past 12 years. KPMG is now using the BPM-O platform for clients in other industries. **MARK FRARY**

# Results not reports.



**Winner**  
**Project of the Year**

Boxwood with  
Balfour Beatty Utility Solutions



**Winner**  
**Performance Improvement  
in the Private Sector**

Boxwood with  
Balfour Beatty Utility Solutions



**Highly Commended**  
**Change Management  
in the Private Sector**

Boxwood with  
Guardian News and Media

**We work with ambitious leaders to drive growth, improve profitability and unlock value. We do this by combining our world class business transformation expertise with deep industry insight and our results-orientated culture.**

Whether you have a specific project you'd like to discuss or you want to know more about what we do, please get in touch, we'd be delighted to hear from you.

Do you have what it takes to be a member of our award winning team? We are currently recruiting visit [boxwood.com/join-us](http://boxwood.com/join-us) for more details.

**Talk to  
Boxwood.**

[www.boxwood.com](http://www.boxwood.com)

## Looking beyond the bluff and bravado

A team of 24 judges from industry, academia and the public sector was engaged to choose the 22 winners of the MCA awards from a shortlist of 84, *Tony Dawe writes*. And that was after an even larger group of experts had screened the proposals from hundreds of entrants.

Ian Watmore, former Accenture managing director, top civil servant and one of the judges, says: "We wanted to get beyond the bluff and bravado, see if the project had been with the clients' top table and made a real difference in the wider world."

"When firms presented before us, we expected to see the person who had led the work, someone who had got their hands dirty and to hear from the clients and be sure they had followed through on the work."

The judges were impressed by the range of consultancies, from the big four (Deloitte, EY, KPMG and PwC) which all won prizes, to new firms with a clear business vision for the future, led by Elix-IRR.

Watmore adds: "Consultancy was a bit shadowy in the past but the work of consultants today is much more transparent, even on public sector schemes. The size of projects has also grown. When I started, eight to ten people might work on a project; today there could be as many as one thousand."



Virtual Experience enables clients to inspect their perfect Jaguar or Land Rover

# After Avatar, say hello to 'avacar'

**Virtual reality now means that you can configure the car of your dreams,** reports **Alan Capps**

As carmakers offer ever wider ranges of models, with seemingly endless engine options and equipment levels, the chances of walking into a showroom and finding just what you want, ready for a test drive, become increasingly remote. Getting just the right mix of these models and options is called 'personalisation', one of the motor industry's current buzzwords.

So Dr Ralf Speth, chief executive of Jaguar Land Rover, issued a challenge to his staff: "Can we convince our clients to buy the car without physically touching it or driving it?"

He got his answer within three months in the form of the Jaguar Land Rover Virtual Experience, which has already been used to launch two

models – the Range Rover Autobiography and the Jaguar F-Type.

Nathan Summers, the company's digital director, says: "By October, the next generation will be available for all our global dealers in time for two more key vehicle launches, the Jaguar XE compact saloon and the Land Rover Discovery Sport, first of a new range to replace the Freelander."

"This will help us bring our vehicles to our customers. They are often very busy, successful people and we need to make their buying experience as convenient as possible. They are also looking for a very individual and personal product. This technology allows them, in an immersive and full-sized way, to configure, build and experience their choice of vehicle."

The Virtual Experience allows a potential buyer to configure the car of their dreams on a laptop or iPad. It then projects the 3D result at close to life-size on a 3 x 2 metre screen, allowing the customer to walk around the car and, using either hand gestures or touch-screen technology, open doors, lift the bonnet and even start the engine and get a perfectly-replicated exhaust note.

The technology that draws the exact model chosen by the customer is based on rendering engines used in computer games. The first version

used a laptop and Microsoft Kinect technology, of the type used in the Xbox console, to interpret the driver's gestures, the first time such games technology had been applied in a commercial environment.

Research during a pilot project last year, however, showed that while many felt at home using this, others felt uncomfortable, so the option to configure the car by iPad was introduced. The choice depended

**“They are not looking to kill off the showroom**

partly upon regional preferences around the world and partly on demographics such as age and status.

"It is a very good example of the direction of this industry at the moment. We are looking to cater for a range of tastes and styles across the globe," says Summers, whose digital department was set up to call on expertise from across the company and from several specialist collaborators. These included IBM Global Business Services, which has

won the MCA Innovation Award for its work with Jaguar Land Rover.

"We are putting a large amount of innovation into our new vehicles and we want to match that with the buying experience for our customers," Summers says. "What we want to do next is bring the vehicle to life: so, for instance, you can drive a Land Rover over a rock or through water."

John Kitchingman, IBM team leader, says: "We have been working with JLR for five years, since Tata took over the company. This was a direct response to the CEO's challenge."

"They wanted something that would go beyond the dealer experience to interact directly with customers. They are not looking to kill off the showroom but this is a way of extending the experience."

At its peak, about 50 people were working on the project, but the leadership team numbered about 10, making it nimble enough to produce a "proof of concept" within weeks.

"It was spurred on by a discussion about digital marketing. One of the things that emerged in our discussions was the amount of research that now goes into buying a car. Customers may spend hours online, consulting an average of at least eight online sources, before even visiting a showroom," Kitchingman says.

## Judging Panel

Duncan Angwin, Professor, Oxford Brookes University  
Simon Atkinson, Assistant Chief Executive, Ipsos MORI  
Helen Bailey, Chief Operating Officer, The Mayor's Office for Policing and Crime  
Paul Collins, Founder & Managing Partner, Equiteq LLP  
Mary Collis, Past Master, Worshipful Company of Management Consultants  
Fiona Driscoll, Governor, Nuffield Health  
Jan Gower, Director, Medway Consulting  
Ren Kapur, Founder & CEO of Economics and X-Forces  
Stephen Lee, Chief Executive at Centreforum  
Mitchell Leimon, Head of Major Projects, Department for Business Innovation and Skills  
Sandra MacLeod, Founder & CEO, Mindful Reputation  
Anna Mallett, CEO, BBC Studios & Post Production  
Christoph Marr, Group Procurement Director, Care UK  
Patrick Newberry, Non Executive Director, Unipart Expert Practices  
Duncan Robertson, Fellow in Management Studies, Oxford University  
Sally Scott, Deputy CEO, British Bankers Association  
Greg Smith, Chief Executive, The Royal Norfolk Agricultural Association  
Peter Smith, Managing Director, Spend Matters Europe  
Stefan Stern, Visiting Professor, Cass Business School  
David Tranfield, Emeritus Professor of Management, Cranfield School of Management  
Paul Vincent, Chair, MCA Consultancy Buyers Forum  
Phil Walker, CEO, Summerswood  
Ian Watmore, Non Executive Director  
Steve Watmough, Independent Adviser

## MCA Awards 2014 The full list of winners and those highly commended

### Overall Winners

**Project of the Year**  
Boxwood with Balfour Beatty Services  
**Times Consultant of the Year**  
Sha Ali, KPMG  
**Best New Consultancy**  
Elix-IRR  
Commended: Gulland Padfield

### Project Category Winners

**Change Management in the Private Sector**  
(sponsored by BLT)  
PwC with URENCO UK  
Commended: Boxwood with Guardian News and Media  
**Change Management in the Public Sector**  
Atkins with Network Rail  
Commended: EY and Network Rail; PwC with NHS England

**Commercial Excellence**  
Elix-IRR with Standard Bank  
Commended: PA Consulting with NS&I; Efficio with Network Rail  
**Customer Engagement**  
Gulland Padfield with NSL  
**Finance and Risk Management**  
EY with Lloyds Banking Group  
Commended: PwC with Heineken Innovation (sponsored by Kimble)  
IBM with Jaguar Land Rover  
Commended: Deloitte with Sony Picture Home Entertainment; Capita with Gwynedd Council  
**International**  
PwC with Ministry of Interior  
Commended: Atos Consulting with Department for International Development (DFID)  
**People**  
Arup with Transport for London  
Commended: EY with Ministry of Justice

**Performance Improvement in the Private Sector**  
(sponsored by Mindbench)  
Boxwood with Balfour Beatty Services  
Commended: PwC with Co-operative Food; Deloitte with Ladbrokes  
**Performance Improvement in the Public Sector**  
(sponsored by Atkins)  
EY and Mid Yorkshire Hospitals  
NHS Trust  
Commended: KPMG with University Hospitals Bristol NHS Foundation Trust  
**Social and Environmental**  
EY with Chartered Institute of Internal Auditors  
Commended: Arup with WRAP obo Green Construction Board; Mott MacDonald with Department for Education (DfE)  
**Strategy**  
Propaganda with FMG

**Technology**  
(sponsored by Truphone)  
Deloitte with John Lewis  
Commended: IBM with Nationwide

**Individual Consultants of the Year**  
**Change Management**  
Tina Hughes, Atkins  
**HR** Michelle Dryden, Deloitte  
**Performance Improvement**  
Mark Hatton, PwC  
Commended: Rob Hortopp, KPMG  
**Strategy**  
Daniel Burke, PwC  
**Technology** Sha Ali, KPMG  
Commended: Nicholas Johnson, Atos Consulting; Maggie Buggie, Capgemini  
**Young Consultant**  
Sarah Collins, IBM  
Commended: Henry Ellender, BearingPoint; Sarah Scott, Atos Consulting

## 2014 MCA Awards



The centre is a legacy of the Olympics

### Links keep London on the move

Linking up the information systems for London's mixture of ancient and modern transport was a vital part of planning for the Olympic Games which saw more people moving into, out of and across the capital than at any other time.

The centre that was set up to co-ordinate between the Underground, Overground, Network Rail operators, buses and highways has become one of the most useful legacies of 2012 and still swings into action for emergencies or big events.

The project for Transport for London has won the MCA People Award for Arup, the planning and engineering consultancy.

Samantha Walsham, one of the leaders of Arup's team, says: "Before the Olympics, the atmosphere was very negative: lots of headlines about 'Can London cope?' Part of our brief was to keep transport off the front pages and keep sport on them. We had to find a solution that would just tick away in the background with minimum fuss and keep things going."

Rather than treat the task as an IT challenge, Arup chose to tackle the issue as a 'people problem'. A Transport Co-ordination Centre (TCC) was set up, with representatives of all the operators working together in one place. They kept each other informed of problems, such as train breakdowns, and rapidly minimised the knock-on effects for the Olympic venues and other modes of transport.

Kieran Eastwood, programme manager for Transport for London, says: "The relationships between the different modes of transport are much better now. We liaise more with Network Rail, the Highways Agency and others."

The TCC is manned round the clock by a skeleton staff who can call in a full complement, representing all the operators, at short notice to deal with big incidents, including New Year's Eve and the London Marathon.

"We are already talking to the organisers of the 2015 Rugby World Cup," Eastwood says. Arup has also been sharing its experience with the Commonwealth Games organisers in Glasgow and with Gold Coast City in Australia, where the 2018 Commonwealth Games will be held. **ALAN COPPS**

# The mother who took on Network Rail

The tragic death of her daughter set Tina Hughes on a safety crusade, writes **Tony Dawe**

After campaigning for more than eight years to make Britain's level crossings safe following the death of her daughter and a friend, Tina Hughes has finally received recognition for her long struggle.

She distributed leaflets at the crossing at Elsenham, Essex, where her daughter Olivia, 14, and Charlotte Thompson, 13, were mown down by an express train, challenged the safety authorities and pursued Network Rail so vigorously that the operator was eventually forced to introduce a £131 million safety programme.

Her experience as a project manager for Atkins, the engineering consultants, helped her campaign and it was Atkins that was called in to advise on the safety programme. The result has been the closure of 830 crossings, scores of others upgraded and enforcement cameras installed where drivers and pedestrians most frequently take risks.

For its work with Network Rail, Atkins has been named the top Public Sector Change Management consultancy in the 2014 MCA Awards, while Hughes has become Individual



Change Management Consultant of the Year.

Hughes says: "My way of coping has been to find out what happened and why. I found myself speaking out about something which is very painful for me but tried to get my message across in a positive way.

"When I learnt that the crossing had previously been identified as among the most dangerous in the country, I intended to make Network Rail change to prevent similar accidents happening again.

"Changing any organisation is one of the toughest things to do but there has been a huge shift in attitude at Network Rail towards safety and responsibility, instead of just blaming victims for the accidents."

In December 2005, Olivia and Charlotte headed — as they did every school day — to their local station and opened the wicket gate of the pedestrian level crossing to buy tickets on the opposite platform for a Christmas shopping trip to Cambridge. As they returned, they were struck by



an express and killed instantly. It was one of five expresses that pass through Elsenham every hour at busy periods.

An initial inquiry and an inquest decided that the girls had ignored a warning and that their deaths were accidental. Hughes, however, refused to accept the findings and brought a civil case against Network Rail. "No amount of money would compensate me for the death of my child but I had to do something for Liv," she says.

The rail operator settled out of court but Hughes' solicitor then received an astonishing document: a risk assessment report, written more than

“With Tina's powerful case it was possible to tip the balance



The Highways Agency uses FMG to deal with traffic incidents

## From the hard should

A strategic change of direction had a dramatic effect on a company, writes **Virginia Matthews**

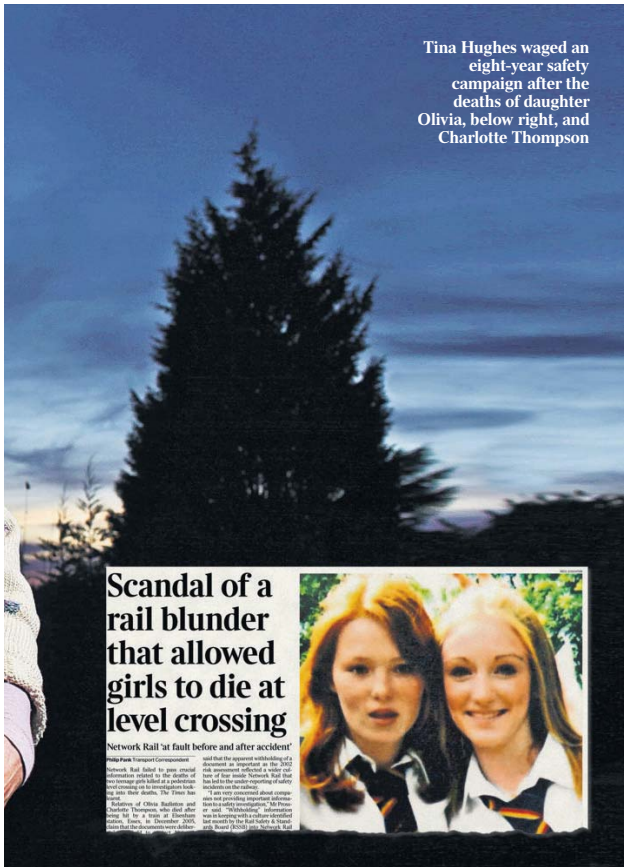
Faced by a changing marketplace signalling lower margins, more aggressive competition and new legislation, FMG, the UK's largest fleet management services company, was forced in 2012 to steer

its entire business model into the fast lane.

Its collaboration with Propaganda, the brand consultancy which is this year's MCA Strategy Award winner, has turned the company's focus from managing 250,000 roadside incidents each year to preventing them in the first place. A growth rate now standing at 27 per cent ahead of this year's target has also been delivered.

John Catling, chief executive of FMG, says: "Propaganda had been a reliable supplier of marketing services to the business for some years, but I wanted it to become a genuine partner in finding a new strategic direction that would re-establish us as a pioneer in our market and add real value to clients."

2014 MCA Awards



Tina Hughes waged an eight-year safety campaign after the deaths of daughter Olivia, below right, and Charlotte Thompson

Scandal of a rail blunder that allowed girls to die at level crossing

Network Rail at fault before and after accident



der into the fast lane

"In order to tap into their knowledge and come up with a future-proof model, it was necessary to invite them to board meetings, share sensitive data with them and literally open up every area of the business to their scrutiny and rigorous research methods."

There was initial resistance from other board members to using a third party for such vital work, but Catling says that it soon became apparent that the consultancy's "insight and knowledge would be invaluable as we set about changing direction."

The decision to position the business in the fast-growing arena of accident-prevention was a joint one, as was the subsequent implementation and communication phase. "Having agreed

on a way forward, we certainly didn't want a 'flog it and scarper' approach from Propaganda, not when it was going to affect our people, services, operational processes and commercial approach to such an extent," Catling says. "It was vital that we were able to tap directly into their marketing and communications expertise."

The impact was startling. "In a relatively short period of time we have not only halted a decline in revenue but have driven up service levels, realised cost savings in every area, introduced pioneering products and won new business."

"If you said that Propaganda had been more than worth its weight in gold to us in the past two years, you'd be about right."

Consultants joined night shift to learn the ropes

Helping a company in the nuclear fuel industry was no easy task, writes Carly Chynoweth

The UK's nuclear fuel industry has a reputation for safety and stability, but it is not exactly known for its willingness to doing things differently. "In many organisations, a request to change a process in the nuclear world could take a document of between 35 and 90 pages of detail, plus anything between 30 and 90 days to get a change authorisation," says Jonty Palmer, a partner at PwC, the global consultancy firm.

"Obviously we want our nuclear sector to be risk averse but there is a difference between that and being resistant to change."

One exception to this is URENCO UK, the uranium enrichment company. Simon Bowen, the managing director, wanted to change. The business was doing well, but with the industry knocked by the crisis at Fukushima in Japan, and by Germany's decision to withdraw from the nuclear market, Bowen was keen to review the company's procedures to ensure its long-term sustainability.

The next step was to create a programme that would streamline the organisation in a way that would not simply sustain its current market position, but would help achieve ambitious growth plans, Bowen says.

Other goals included improving URENCO's relationship with regulators and embedding behavioural change into the corporate culture.

PwC was brought on board. Its work



Uranium is enriched by URENCO for use in nuclear power stations around the world

with URENCO has been recognised with the MCA Award for Change Management in the Private Sector.

The change was driven by URENCO's own people, however. "It was imperative that employees fully understood the need for change and how they could influence what the company aspired to be," Bowen says.

First, the PwC team had to learn about life working in a nuclear enrichment facility. "Consultants worked alongside teams on the night shift, so we could really see what people were doing," says Vivien Ryan, a director at PwC. "Quite rightly, URENCO wanted to make sure that, before we considered the art of the possible, we all watched the current."

Bowen says: "A key objective was to institute a continual improvement plan, with each area reviewing performance against indicators and looking to improve working practices."

The project delivered on all its goals, including improved safety, savings of £20 million through outsourcing, plus another £2 million annually through improved budgeting, a 26 per cent reduction in full-time employees and a 75 per cent reduction in the time taken for shift handovers.

“Employees had to understand the need for change”

Radiation detector kept beeping

Mark Hatton has spent most of his working life in offices, so joining the night shift at URENCO UK's nuclear enrichment plant at Capenhurst, near Chester, was quite a change of pace. "It was quite bizarre," says the 36-year-old, a director at PwC.

"It is a big factory — the size of 10 or 15 football fields — that has no windows and is full of machines I did not understand. And there was a continuous beeping noise from the nuclear radiation detector."

But spending time on the front line of the business was central to implementing Perform, the change management method Hatton helped to develop. "Perform is about changing how people work day to day, and you cannot do that in a classroom," he says.

His work and dedication has won Hatton the MCA Performance



Hatton helped to develop the Perform programme

Improvement Consultant of the Year Award.

"If you are teaching someone to drive you have to get in a car with them. So when we implement Perform we have to go into the front line teams to understand how they work."

The idea underpinning Perform is that the best way to change an organisation is to change the people who manage it: improve their leadership abilities and the performance of their teams should also improve, Hatton says. "By coaching leaders in better ways of leading, you can convince people to operate in different ways and get better results."

He also practises what he preaches. "I have realised that I have to develop my own leadership skills before I can help others. I have had to apply these techniques to myself."

CARLY CHYNOWETH

## 2014 MCA Awards

# Creating a bank is all in a day's work

**Solving financial headaches has earned a firm two awards, writes**

**Abhijeet Ahluwalia**

**A**ny project that involves two competitors is going to be difficult, but when EY (Ernst & Young) were called in to help split up Lloyds Banking Group they faced a unique problem: they did not know who their devolved client would be.

European Commission competition laws required the group to sell a portion of its business, having received government aid during the financial crisis. To achieve such a sizeable objective in a short time, Lloyds called in EY to help revive the TSB brand.

Rupert Taylor, EY engagement partner, explains: "We did not have a client at first, because it was a new business; no one to say 'this is what we want things to look like'. It was an odd dynamic because we had to agree the design with Lloyds but, when TSB started to appoint staff, we had to deal



with building a competitor to Lloyds while working with both banks."

Despite this, EY was able to transfer 631 Lloyds branches to TSB and recruit and train 350 new employees in just under two years. Not only was the project completed on time, but it was also within budget, with 4.6 million customer accounts and £40 billion of assets transferred, creating Britain's eighth largest bank.

The achievement has earned EY the MCA Finance and Risk Management Award. It is one of two finance-related MCA awards the firm has won in 2014. The second is the Social and Environmental Award for its work with the Chartered Institute of

**EY revived TSB in under two years and within the budget**

“**Our task was to reflect the views of everyone**”

Internal Auditors in creating a new code of practice.

On the TSB project, Taylor says that teamwork and trust had to be the two biggest components of their dealings with the bank — not least because there were 200 people on the project team, of which a third were EY staff.

"It was not one of those projects where the consultants took the problem away, worked on it in a dark room and brought it back to the client. It was a partnership, with a commitment to working together."

One of the ways the team set about ensuring everyone was on the same page was by using EY's "executive business readiness dashboard", which was available to all stakeholders. This enabled project staff to keep track of progress being made across the thousands of processes that had to be implemented. It also highlighted those that needed urgent attention, thus making failure less likely.

EY's work with the Chartered Institute of Internal Auditors (IIA) came about after the global financial crisis led to reforms in the UK.

Internal audit was identified as a key area for change by the Financial Services Authority. It asked the IIA to create a new code of practice.

As the only professional services firm on the institute's 12-member

committee, EY was chosen to work on the project, which it did on a pro-bono basis.

Kevin Simons, a partner at EY, says the project presented several challenges. "There was the sheer number of stakeholders: the regulator (which by then was split into two authorities), the IIA, all practitioners and business stakeholders, chief executives, risk officers and so on. Our task was to create something that reflected all their views."

As a result, the committee had to include members from different backgrounds — which meant that Simons and his colleague, Chris Spedding, a senior manager at EY, had to become diplomats to keep everyone happy with the proposals.

The project began in September 2012 and draft proposals were released in February 2013. Then began an intensive consultation process, which presented the logistical challenge of sifting through all the responses before a final code was agreed and published in July 2013.

It has since been welcomed not just by British businesses, but also abroad. Spedding has been asked to speak to Japanese regulators, while Simons has done the same things in Australia. "What we have done has international implications," Simons says.



**DOUBLE WINNER:**  
**Best New Consultancy**  
**Commercial Excellence**

Talk to us about how we can help you transform your business.

Visit [www.elix-irr.com](http://www.elix-irr.com) or call us on +44 207 220 5410



Access our latest research on the go - download the **Elix-IRR app** for iPad and iPhone.





## A retail giant replaced its online platform without any drop in sales, writes **Mark Frary**

**B**ritain's retail landscape is littered with the carcasses of bricks and mortar companies that failed to change quickly enough to deal with the threat of online. John Lewis, which this year celebrated the 150th anniversary of the eponymous founder's opening of a drapery shop in London's Oxford Street, is not one of them.

In its 2014 annual report, the retailer revealed that online now accounts for 28.1 per cent of its sales — £1.4 billion — and that online sales are growing rapidly, up 19.2 per cent year on year compared with 6.6 per cent in overall sales.

What is more surprising is that this spectacular growth came in a year when the company implemented a completely new ecommerce platform to replace the Buy.com technology it had acquired in 2001. That £2.8 million purchase, made after the dotcom bubble burst, was a savvy investment and over the past decade has helped John Lewis make a huge success of online trading.

The company recognised, however, that the ecommerce platform that had served them so well was coming to the end of its useful life. It turned to Deloitte to help choose, design and implement a replacement, in a programme known internally as EPIC.

EPIC it most certainly was, with Charlie Mayfield, chairman of John Lewis, likening the replacement of the platform to open-heart surgery.

With guidance from a closely integrated senior team of four people from Deloitte, the retailer chose Oracle's ATG platform during the vendor selection.

Sam Roddick, head of Deloitte's digital consultancy business in Europe, the Middle East and Africa, says: "When we were looking at vendors, we asked what their propensity was to



## An epic transition

be able to invest and improve the platform over time so that it remains leading edge."

After selection and initial analysis of requirements, the EPIC team grew significantly larger, to about 250 at its peak, as it began the extensive customisation required to make the Oracle platform do what John Lewis wanted — generate online sales of £1 billion.

"John Lewis was very keen on strong personalisation and being able to deliver a tailored experience for their customers and the Oracle product excelled in that area," Roddick says.

By 2013, the customisation of the platform was complete, including better search, more inspirational content and enhanced wish-list functionality.

So what happened next? Roddick says: "There are few retailers globally who have managed to do a significant replatform of a business that is driving significant revenue and to do that without generating a single news item about

**The switch to a new ecommerce platform proved to be seamless for John Lewis**

“**Passing the £1bn milestone a year early is fantastic**”

customer problems at cutover. JohnLewis.com traded as well on the day the new platform went live as on the day before. That is a massive achievement."

In May 2013, after the new platform went live, the company announced that it had smashed its £1 billion online sales target a year early.

Mark Lewis, the company's online director, says: "Passing the £1bn milestone almost an entire year ahead of schedule is a fantastic achievement for us, and a reflection of how central online shopping has become to our customers."

"We have a leading omni-channel strategy which our customers love, but to continue to deliver the service our customers want, we need a website which will serve us as well as the old one did, and maintain our position as a leading innovator in online retailing."

The successful implementation of the project has now earned Deloitte wider recognition for its work in the shape of the MCA Technology Award.

## 200-fold return in trust

**I**f you have ever paid a parking fine online, taken an airport shuttle, been captured on CCTV or have used NHS patient transport, then the chances are you will have experienced service provided by NSL.

One of the largest outsourcing groups in Britain, NSL has more than 5,000 employees and provides transport, traffic, care and environmental services to local authorities, central government and the NHS.

In 2012, NSL recognised that some of its relationships with clients needed greater focus and was keen to generate growth by providing new services. It called in Gulland Padfield to help.

The consultancy brought insight and best practice from previous projects for banks and professional firms. The aim was to align NSL's operations more closely with its market and customers. Consultants tackled the problem in four phases: client research; a new customer engagement approach; a new marketing and brand positioning plan; and the relaunch of NSL's three-year business strategy, identifying cross-selling opportunities and new product ideas.

The results were better than expected. A return on investment of 200 times Gulland Padfield's consulting fee, based on customer contracts, renewed as a direct result of the project. Customer retention is now 85 per cent, and there have been three new contracts worth approximately £100m in the past 12 months.

For its work with NSL, Gulland Padfield won the MCA Customer Engagement Award.

Mark Raisbeck, director of strategic development at NSL, says: "For years, our business was very comfortable. Gulland Padfield was fearless in shining a light on some stale thinking." **LAURA WHATELEY**

## Consultant to the consultants

**S**ome might say that Sarah Collins, 24, has seized every opportunity that has come her way: but this does not do justice to how many opportunities the MCA Young Consultant of the Year has created for herself.

A managing consultant in IBM's strategy and transformation unit, Collins is an ambassador for e-skills UK, has spoken at Westminster and recently branched with the Chancellor at the launch of a campaign to get more women studying science and technology.

Collins took a degree in IT management for business at the University of Exeter. The course was created, in partnership with e-skills, to equip graduates with the abilities



**Collins has found that her specialism in social media is in demand**

needed by employers on their boards. As a final-year project, Collins investigated whether the course was delivering to stakeholders. She spoke to employers including IBM's EMEA chairman. "Afterwards he said, 'You have done such a great job, we'd love to invite you to be a speaker at one of our global conferences.' That really helped to build my confidence."

She joined the IT giant in 2010. Projects worked on include the introduction of the first smart meters by a Big Six energy company. Social media is a particular specialism, and she advises businesses on how to use it to increase customer engagement and is consulted on the subject by IBM colleagues around the world. **EMMA BARTLEY**

## Enter the actuary A-team

**A** troubleshooting team of actuaries from PricewaterhouseCoopers' insurance division played a central role in helping the United Arab Emirates' Ministry of Interior to manage its police and security services more effectively.

Their work, part of the project which won this year's MCA International Award, helped PwC to develop a tool that allows the ministry to look at how and where crime and security risks are changing, and how best to react to them.

Andy Key, a partner at PwC, says: "It was about creating tools that would help them to match supply to demand. The real genius in this, which was my team's idea, was bringing together actuaries, police, staff and HR

experts." The actuaries loved the opportunity to model crime patterns instead of life expectancies, he says.

PwC says the project boosted the ministry's ability to respond quickly to security issues, improved public satisfaction and helped the UAE government to achieve its targets for increasing the number of Emirati employees in the ministry. It also "helped to reinforce the ministry's ambition to initiate new ways of working — for example, the introduction of community and intelligence-led policing."

Major Saif Al Mansoori, project manager for the ministry, says: "It allowed us to make more effective key strategic and operational decisions about staff mobilisation." **CARLY CHYNOWETH**

## 2014 MCA Awards

# Ailing trusts are given new lease of life

**A little outside help can transform the fortunes of hospitals, reports Jenny Knight**

**H**ospitals are facing challenging times as they juggle demands to cut costs and improve standards in the wake of scandals about poor care. Desperate for help, some hospital trusts have called in consultants to help push through changes.

The value provided by the consultants is reflected in this year's MCA Award for Performance Improvement in the Public Sector,

with three consultancies shortlisted for their work with NHS trusts in different parts of the country.

Simon Atkinson, one of the judges and assistant chief executive at Ipsos MORI, the polling organisation, says: "Hospitals have extremely large budgets, so the case for commissioning organisations to help with these budgets and other issues can be readily made — provided they show results."

"The NHS is undergoing huge changes and hospitals are still adapting to handling their own finances, as well as dealing with changing and ageing populations."

EY, winner of the award, was hired by Mid Yorkshire Hospitals NHS Trust to deal with a black hole in its finances and to improve patient care. The entire board resigned after the consultants discovered a hidden £37.9 million deficit.

Stephen Eames, who was brought in as interim chief executive, says: "I was appointed to address a crisis. As well



as the deficit there were issues about quality of service, waiting times and mortality rates. The first thing was to produce performance improvements and get the finances back on track.

"The plan, which is still being implemented, is to concentrate all the main hospital services, such as acute surgery, consultant-led maternity services and children's services, on one site, Pinderfields Hospital.

**Mid Yorkshire will be concentrating its main hospital services at Pinderfields, Wakefield**

"The EY approach is to provide analysis and then follow through plans to make things happen."

Michael Allen, director in the health care advisory sector at EY, says: "There was a danger that the hospitals could have been taken into administration or merged with other trusts, with the risk that one of the three hospitals in the trust might have to close.

**Our customers grow 25% faster than their competitors.**

Join other leading Management and IT Consulting firms and select the de-facto cloud PSA solution.

[www.kimbleapps.com/MCA](http://www.kimbleapps.com/MCA)

**KIMBLE**  
The ultimate PSA

**MCA**

*A positive force for the economy*

**The country's top management consultancies belong to the MCA.**

All our members observe the MCA Code of Practice and maintain high standards of client service.

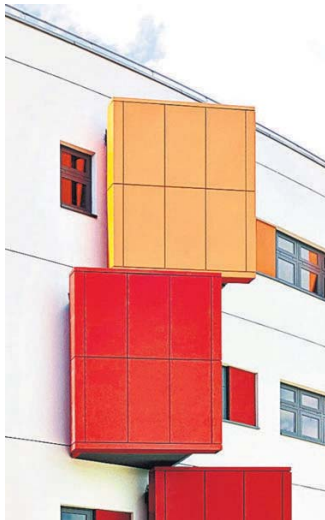
For more information on MCA membership visit

[www.mca.org.uk](http://www.mca.org.uk)

or contact

[info@mca.org.uk](mailto:info@mca.org.uk)

## 2014 MCA Awards



“We were able to show that the Mid Yorkshire trust could be financially viable over five years, provided it was able to deliver recurrent savings of 6 per cent for those five years and if it rationalised and centralised services.

“Our real success was to achieve savings in a way that did not compromise the quality of care or patient safety. Over the last two years, the trust has significantly reduced mortality rates and improved access, reducing waiting times in A&E and for surgery. We looked at back office costs compared with other organisations and found there were more staff and that they were being paid more.

“In some cases it was found that strategic investments, for example appointing an extra physiotherapist, could reduce patients’ length of stay. So by investing a little more, a lot could be saved.”

KPMG, which was highly commended by the judges for its work with University Hospitals Bristol NHS Foundation Trust, pushed through a

reduction in waiting times in A&E in just 18 weeks by improving the flow of patients through the hospital.

The key was introducing a discharge lounge for patients who were ready to leave a ward. This ensured that beds for incoming patients were available. The turnaround boosted staff morale and kick-started a programme to improve services by focusing on a few vital projects.

The Bristol trust now treats more than 97 per cent of patients in A&E in less than four hours, a 7 per cent improvement. Patient complaints have also fallen. Two standard measures of clinical quality — the number of patients with pressure-sores and instances of patients being put in mixed-sex wards — have also fallen.

Newton Europe was shortlisted for the award for its role with the Royal Wolverhampton NHS Trust, after

**“We achieved savings in a way that did not compromise care**

working from 2009 to deliver improvements across key areas.

To cope with increasing demand in some departments, the trust had been outsourcing, putting intense pressure on budgets. The consultants focused on streamlining processes to improve patients’ experience in the orthopaedic department.

This initial project saved more than £1.25 million and led to a trust-wide project, targeting problems that had previously been thought too hard to fix, as well as encouraging staff to apply their expertise to create a better service.

Newton’s involvement helped fulfil Royal Wolverhampton’s objective of being ranked amongst the top performing trusts in the country, as well as saving more than £10 million each year.

## Diplomacy is the key to success

In his thirteen years at PwC, civil servant turned management consultant Daniel Burke, 43, has had extensive experience of controversial, big-budget public sector projects. Last year, he acted not only as programme director for the authorisation of the new GP-led Clinical Commissioning Groups, but took a similar role in the inquiry led by Sir Bruce Keogh into patient care at hospitals with high mortality rates.

While the former involved assessing the readiness of more than 200 groups of GPs to wrest control of the bulk of the NHS’s £110 billion budget, the latter needed to reassure stakeholders that the 14 hospital trusts had been properly examined and hospital managements that the inquiry was fair.

Ensuring that the health service offers taxpayers good value for money may be meat and drink to this year’s



**Burke: helps clients to find their own solutions**

MCA Strategy Consultant of the Year, but being told after the Parliamentary launch of the Keogh Review that his work would literally save lives marked “one of the best days I have ever had in this job.”

Diplomacy is a vital weapon for a consultant when mediating between cost-driven politicians and defensive public sector managers but to Burke, it is all about consensus.

“There are sensitivities when implementing change in something as complex as the NHS, and there are some days when my role feels like a cross between a Relate counsellor and a conflict resolution manager in a particularly tricky war zone.

“But by helping clients find their own solutions, rather than simply dropping a fat report in their laps and moving on, consultants can win trust and help bring about change.”

**VIRGINIA MATTHEWS**

## ‘It is people who deliver results’

“People are what make an organisation,” says Michelle Dryden, the MCA HR Consultant of the Year. “It is people who will deliver results or not.” Clients consult Dryden, a director in Deloitte’s people and programmes team, because they have taken this idea on board: they need to make a change and their employees are the key to it.

In her most recent project, Dryden was tasked with transforming a global business with a long British heritage. “I supported this client in a five-year strategy to become a globally effective organisation, expanding into new markets and utilising online channels,” she explains.



**Dryden: knows the view from client’s side**

It is a point of principle for Dryden, however, not to tell clients what to do. “They view me as someone who has knowledge of what is leading edge, what other organisations are doing to advance, what we have seen work or fail. But we do not just table a solution. My task would be to sit down with my clients, listen to them, maybe have two or three options, and sit with them to get to the right solution.”

It helps that Dryden knows the view from the client’s side of the table, having started her career in the travel industry. “I think that has given me the ability to take consulting methodologies and processes and translate them into layman’s language.”

**EMMA BARTLEY**

## Card deal comes up trumps for bank chiefs

When Standard Bank of South Africa received an unsolicited offer from a card association proposing a reduction in card transaction fees, the bank was not quite sure what to do. Was it a good deal? How much did the existing card business cost to run? Could it find a better deal elsewhere?

It decided to call in the experts from Elix-IRR, a management consultancy, to identify where it could best make efficiency and cost savings.

Over two years, the consultants have helped Standard Bank to realise more than \$40 million (£23.7 million) of benefits by improving the way it runs its card business.

Elix-IRR works with retailers, including Morrisons and Argos, banks including RBS and Barclays Africa, and telecoms companies such as O<sub>2</sub> and Vodafone, differentiating itself as a consultancy that understands the relationships between all three sectors in an increasingly cashless society. Supermarkets are offering banking



**The consultants helped Standard Bank achieve a huge reduction in card transaction fees**

services, telecoms companies are developing mobile phones that act as a wallet, and bank customers are becoming ever more reliant on plastic.

Examining Standard Bank’s cards business, Elix-IRR identified contracts with card associations such as Visa and MasterCard as a key opportunity for potential cost savings. Joe Dall, principal of Elix-IRR, says: “We recommended that the bank should

not accept the offer, and instead follow a competitive process to get the best deal for the bank.

“Our approach was very different to how banks sometimes informally engage with card companies. We designed an analytic, financial model which could predict the five-year net cost of deals. Comments from the card companies, who do not usually conduct business in this way, were that it was nice to see a transparent process where they knew exactly what and why decisions were being made.”

From its analysis, Standard Bank signed a landmark five-year, pan-African contract with a major card company in August 2013, which amounted to more than a 40 per cent reduction in card transaction fees over five years.

To ensure the long term success of the deal, Elix-IRR set up a card management team. At first the team was staffed by consultants, but it trained the bank’s employees to take over and stepped back in March.

Chris Sweeney, head of Standard

Bank’s card business, says: “We worked closely with Elix-IRR over several months on a project that delivered significant revenue for the bank. The team brought expert skills to the table and were able to support the bank through delivering robust, analytically driven solutions to complex problems.”

For its work with Standard Bank, Elix-IRR won the MCA Commercial Excellence Award and also picked up the Best New Consultancy Award. Starting in 2009 with just one client, it now has more than 35 and boasts 19 different nationalities among its team of 70 staff. The consultancy prides itself on its international perspective, working across Africa as well as the US, Europe, India and Russia.

Stephen Newton, managing partner, says: “The strong relationships that we build with our clients mean that we can make a real difference for them commercially. To be recognised as Best New Consultancy and for our commercial excellence by the MCA is a really important milestone.”

**LAURA WHATELEY**

## Solving tomorrow's problems today.

Improving business performance while managing risk is an increasingly complex business challenge.

Whether your focus is business transformation or achieving growth, having the right advisors on your side can make all the difference.

EY's award-winning Advisory Services team works with you to turn a strategy into reality.

Visit [ey.com/uk/en/services/advisory](http://ey.com/uk/en/services/advisory)

