

Consultancy Project

“Life is one big project. The trick is managing it.”



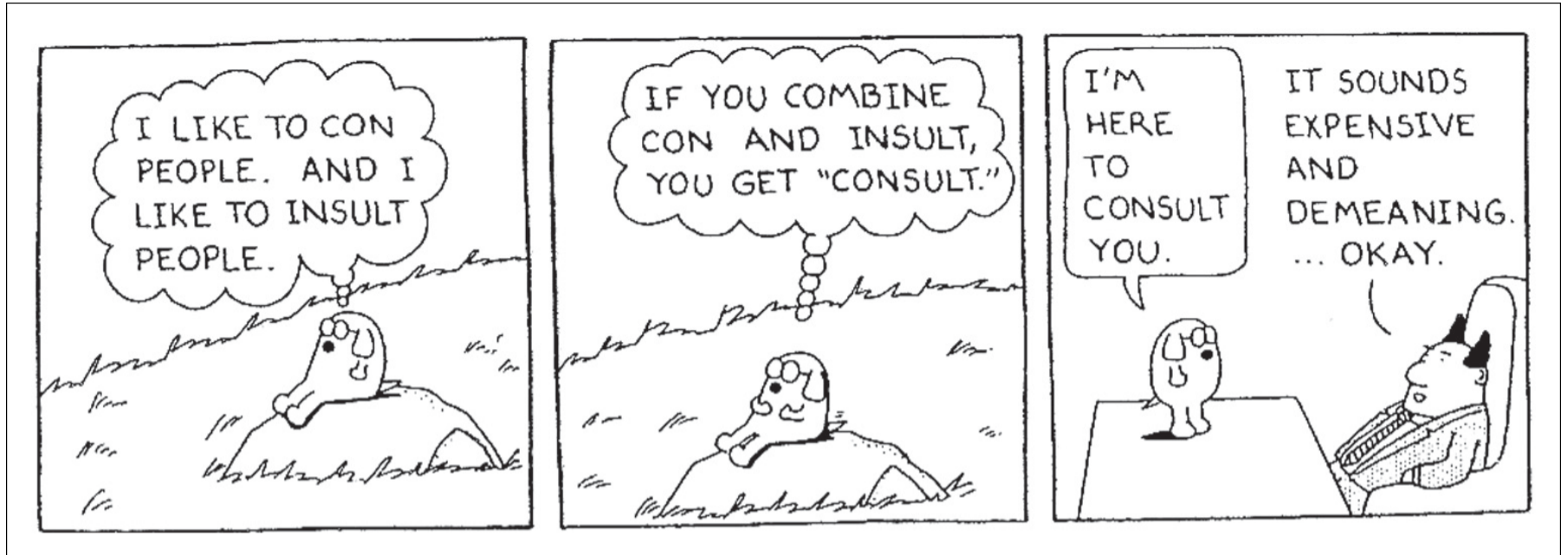
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Room AS212



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David



The consultant must always convince the client that the service on offer is of real value!

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Consultancy Project:

module introduction today's objectives

- 20 credit module (taken with one other option – no dissertation); runs now-May
- 87.5% self directed
- Overview of module
- Benefits for you
- Assessment process and key dates
- Expectations



A typical consultant at work?

<http://youtu.be/iKk5xVgbaSE>



CELEBRITY chef Gordon Ramsay dumped a real "Kitchen Nightmare" on a Nashville restaurant owner — and nearly wrecked his business!

Chappy's, a New Orleans-style Cajun restaurant, has been a fixture on Music City's Church Street for six years. But when Ramsay overhauled the menu and the decor, customers defected in droves and sent Chappy's swirling down the culinary drain.

"It was truly a kitchen nightmare for me," the eatery's owner, John "Chappy" Chapman, told The ENQUIRER. "Gordon Ramsay destroyed my business!"

The bombastic Brit invaded Chappy's for a week of filming the FOX program last December, and "it was a confrontation from the get-go," Chapman told The ENQUIRER. "Ramsay hated everything. His designers completely redid the decor, and after he tried five or six of my dishes, Ramsay said they were all horrible."

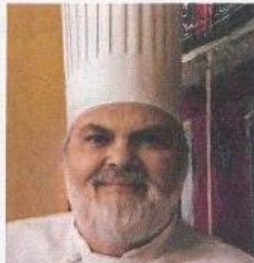
EVEN THOUGH PATRONS LOVED THE authentic Creole dishes like seafood gumbo and jambalaya on Chappy's extensive menu, Ramsay chopped the bill of fare to just 20 bland items, such as cheeseburgers, hush puppies and fried chicken. The hard-charging TV chef also changed Chappy's colorful interior design to muted beiges and grays, and installed uncomfortable church pew benches.

As for the new menu, "my customers hated it," Chapman told The ENQUIRER. "People would get up and walk out as soon as they saw it. They loved the gumbos and fish, shrimp and oysters. They weren't coming in for hamburgers — that's for sure."

One disgruntled regular said: "The new furnishings and country fare has turned a fun restaurant into a funeral parlor. The life is gone!"

From serving 200 patrons a night, Chappy's business sagged to a single table at best, Chapman said. After a month of struggling to make it with Ramsay's approach, Chapman switched back to his old menu, and business started picking up immediately.

"They kept telling me to wait for the show to air, but if I did that, I'd be gone," said Chapman, who opened Chappy's in 2006 after moving from Long Beach, Miss., following Hurricane Katrina. "I plan to redo the decor back to the

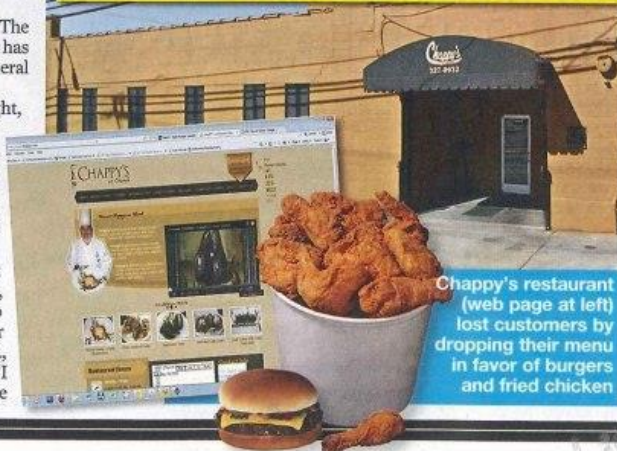


ENQUIRER INTERVIEW

Restaurateur John Chapman regrets ever having agreed to be on Ramsay's show

'GORDON RAMSAY WRECKED MY BUSINESS'

'Kitchen Nightmares' makeover WAS DISASTER for restaurant boss



Chappy's restaurant (web page at left) lost customers by dropping their menu in favor of burgers and fried chicken

original as soon as I can get the money together."

Chapman was paid a total of \$7,500 to be on the show and cover his expenses for the days Chappy's was closed. But now Chapman says that he wishes he'd never agreed to be on the show.

"Ramsay's scouts come in with a lot of promises, saying you'll be on national television and business is going to boom," he grouched.

"But that never happened. Instead, Gordon Ramsay killed my business."

And when the Chappy's segment airs on "Kitchen Nightmares" in April, Chapman said: "We'll have a viewing party and throw rotten apples at it."

by JOHN BLOSSER

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OF COURSE THE RAVIOLI IS HOME MADE

I OPENED THE CANS MYSELF

Are you considering a possible career as a
management consultant?

This module puts you in that role for an
organisation of your choice.

Module aims:

- To develop student's knowledge and understanding of consultancy and project management processes
- To demonstrate how consultants can contribute to the effective management of change
- To enhance understanding of the world of work & develop skills & competencies which are sought by employers



Module Aims



- Identify the role of a management consultant and initiate and carry out a project that is of strategic relevance to an organisation.
- Undertake a systematic analysis of data and produce a report that critically evaluates arguments and assumptions, draws realistic conclusions and makes sound and informed judgements to achieve a solution(s).

Activity

- What's an organisation? (name 6 sector organisations)
- What's an organisational or management consultant?
- How is this different to being an employee/manager/leader?
- Why would one of your organisations need one?
- What's a 'client' in this context?
- How does a consultant get appointed?
- What skills does a consultant need?
- What challenges could they face?
- What's a project?
- Do you/people generally like change? Why?
- Would you like a career as a management consultant?



Definition

“A consultant is an independent advisor who adds value by helping managers to identify and achieve beneficial change appropriate to their situation”

(Newton, 2010:6)



Organisations



PRIFYSGOL CYMRU
Y Drindod Dewi Sant
UNIVERSITY OF WALES
Trinity Saint David
SWANSEA - ABERTAWE



Škoda

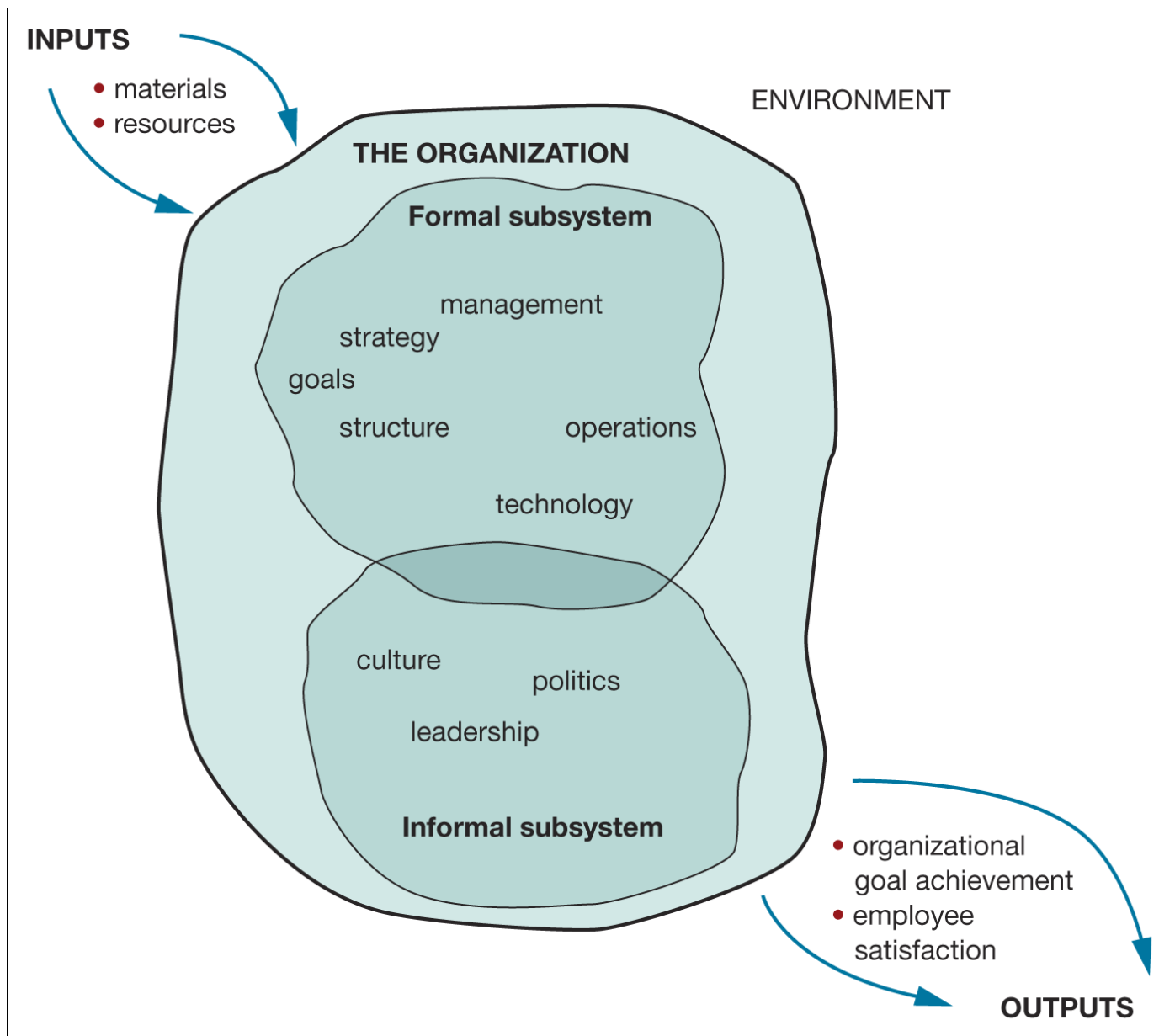
eden project



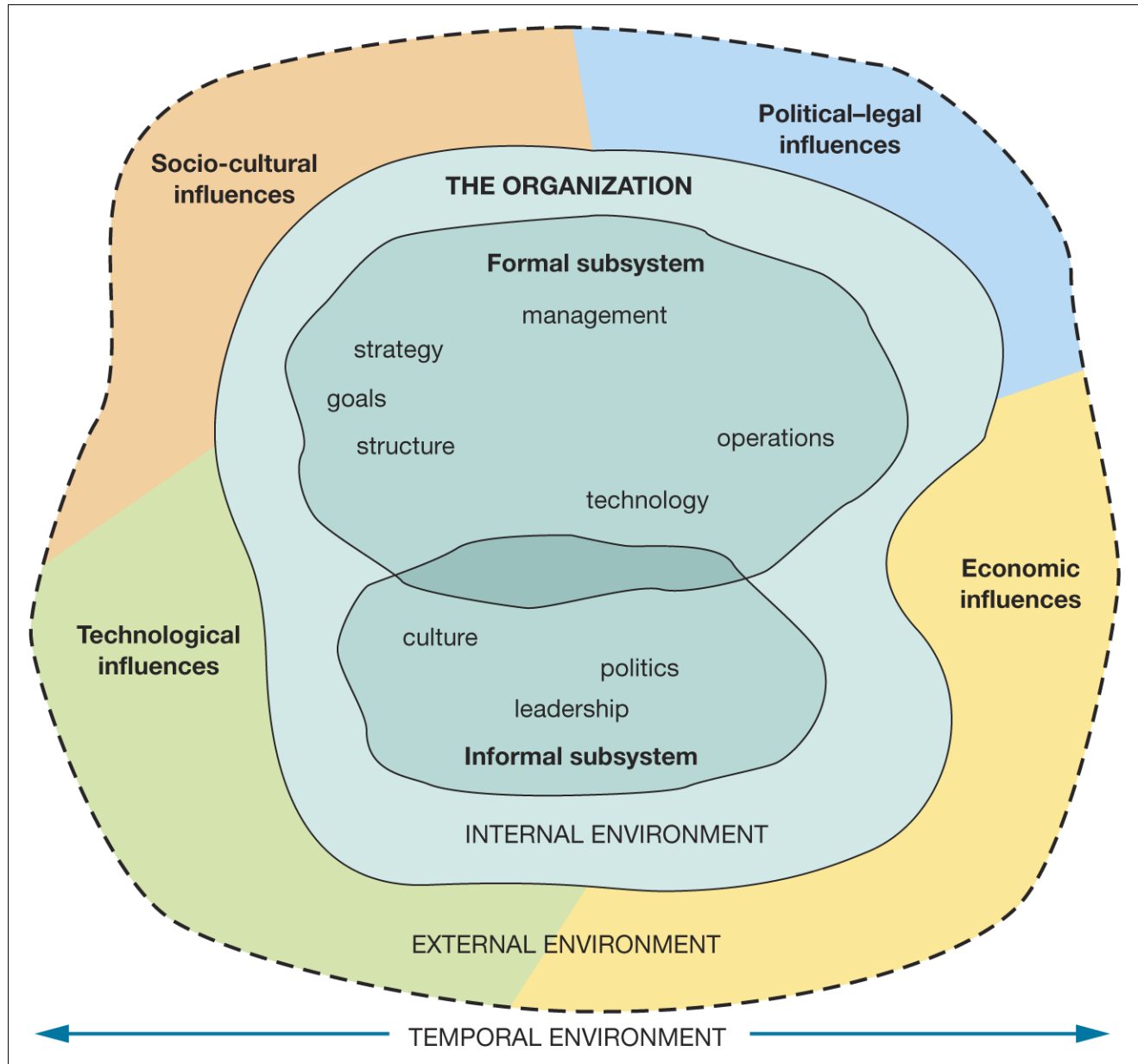
GIG
CYMRU
NHS
WALES



The world's local bank



The organization as a system



The Big 7 things that consultants do

- Provide (useful) advice and recommendations to managers; may help implement them
- Base their advice on a set of skills and expertise or systems at their disposal
- Consult. Engage in dialogue with staff, managers, the entire organisation then apply their skills to develop recommendations, taking account of the specific needs and context of the organisation

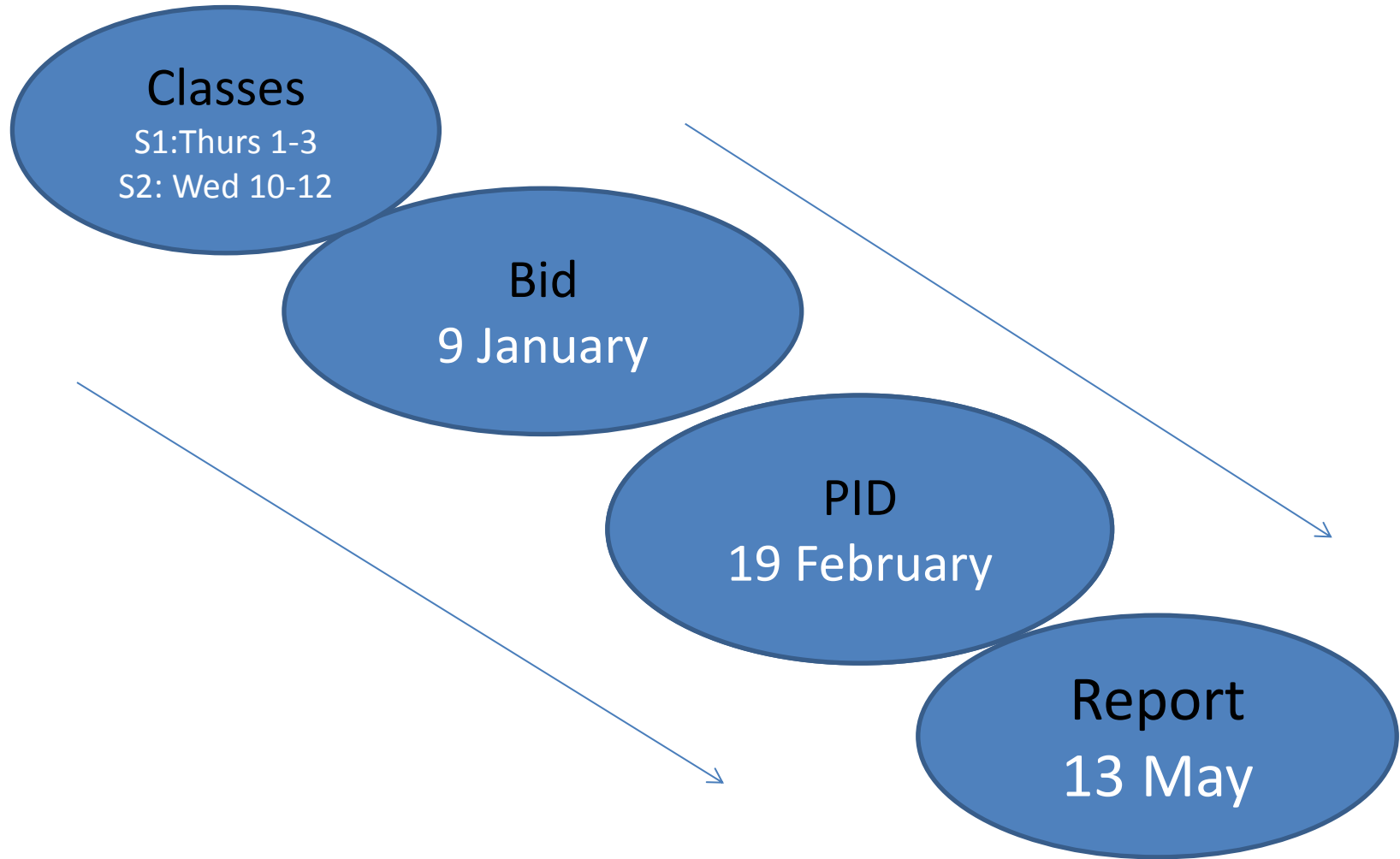


The Big 7 things that consultants do

- Involved with a client on a temporary basis – each piece of work is of a limited duration
 - Be independent. Advice given disregards internal politics/vested interests of managers or the client organisation
 - Not salaried/paid from staff budget (but budget needed)
 - Add value to a manager and client organisation by helping them to change.
 - improved decision making; faster change implementation; reduced business risk, etc
- (Newton, 2010)



Module Assessment



Assessment process

- Attend a **peer group ‘bid’ event** to communicate the project’s aim and objectives; be critical and evaluative of their own and others ideas
(9 Jan)
- Produce a **project initiation document (PID)** that conveys clear aim and objectives; demonstrates a business case justification to realistically facilitate and sustain organisational change; and a cost effective and time efficient plan to undertake the project. (due 19 Feb)
- By means of a **project report**, demonstrate skills in time management, critical thinking and their ability to present an evidence-based argument in which statements of “fact” will be supported by appropriate, authoritative and up-to-date sources that support change within their chosen organisation.(due 13 May)
- **Self-critical personal reflection** upon the learning and personal performance relative to others in order to determine how to build upon personal strengths and opportunities and positively address any challenges and future professional development (ongoing via blogs)

Choices open to students

- Work alone or in pairs
- Individually assessed contribution
- Report: 3000 words per person
- Identify own project
- Consider default option





- Level 6 module
- Draw on your entire course knowledge and expertise
- Research new areas
- Become an agent for change
- Become an organisational asset
- Maybe get your 'foot in the door'?

What could you look at?

- Needs to be relevant to your stream
- Even so.....pretty wide scope of topics/themes
- Any ideas so far?
- Topics you've studied so far?
- Issues identified in employer/placement provider?



What are your initial ideas?



Some previous topics

- How to improve marketing at the Grand Theatre
- Evening opening at a coffee shop?
- Customer expectations at Travelodge
- Promoting a new watersports centre
- Improved sales at a guest house
- E-payments for kids gym
- Improving disability sports participation in schools
- Relaunching a local rugby club
- Marketing plan for a pub
- Launching events in a restaurant
- Events review at the LC
- Boosting BME soccer in Wales
- Boosting events at NWM
- Options for hotel leisure club
- Management audit of go-kart company
- Strategic Plan for cake business
- Customer survey of leisure centre
- Training audit/plan for leisure site restaurant
- VFM at Travelodge
- How can Cardiff Airport improve?
- How should a florist expand?
- Alternative uses for a closed pub
- Review of structure of Welsh hockey
- Expansion of travel agency
- Market potential for bespoke sports nutritional supplements
- How could a TIC grow its business?
- How to improve hotel staffing
- Critical evaluation of a children's home's marketing
- How can a local café improve and grow its customer base?

Selected previous projects

- Events planning system at Dan-yr-Ogof caves
- Reviewing a pub's marketing strategies
- Feasibility study for weddings at Caldicot Castle
- Staff incentive scheme at Frankie & Benny's
- How to boost attendances at Glamorgan 20/20 cricket matches
- Feasibility of a 3rd screen at Gwyn Hall Neath
- Systems improvement at Challenger USA
- FE college course marketing plan
- Customer satisfaction at Marriott Hotel
- Marketing review at 1940s Swansea Bay
- Family dining strategy for the LC Café/Restaurant

Project ideas/suggestions cont....

Organisations which might be receptive to help?

Tourism:

- Aberglasney Gardens
- National Botanical Gardens
- Folly Farm
- Dragon Hotel
- Morgan's Hotel
- LC
- Maritime Museum
- Grand Theatre
- Celtic Manor
- Dan yr Ogof Caves
- Craig-y-Nos Castle
- Gwilli Railway
- Local authority leisure/tourist departments & events
- Oakwood
- Pembrey Country Park
- **Work placement providers**
- Tourist Boards
- Tour operators
- PGL
- Hotel chains – regional, national, international
- Consultancy firms
- Welsh government – appropriate departments
- Hotels
- Visit Wales
- Tourism Swansea Bay
- National Museums Wales
- Heatherton
- Pubs
- Clubs
- Wales Coastal Path
- Redevelopment of Mumbles Pier

- **Events:**
- Events organisers
- Consultancy firms
- Welsh government – appropriate departments
- Green Man
- Local Festivals
- Student Union
- Beach Break
- Hay Festival
- Local authority Events/Departments
- Pubs
- Clubs
- Iron Man Wales
- Events venues
- Oxfam festivals
- Brecon Jazz
- Dylan Thomas Centenary
- Swansea Festival
- National/international events
- Glastonbury
- London Fashion Week
- Abergavenny Food Festival
- Freshers fair – nonsport societies?

Your employer/placement organisation?



- Management processes
- Operational issues
- Managing change
- Communication issues
- Performance issues
- Problem solving
- Guest services
- Financial management
- Funding
- Marketing
- Market research
- Feasibility study
- Personnel/HR issues
- Business Planning
- Policies and procedures

Previous projects 1

This document is a consultancy report created with the aim of improving events and operations at Dimbola Museum & Galleries, Freshwater Bay, Isle of Wight.

The first objective will be to communicate directly with management regarding the rationalisation and importance of events.

The second objective of the project will then be to outline the strengths and weaknesses that are present within the events system & organisation and determine areas that need improvement.

Over a three month period, Dimbola Museum will be analysed by the consultant, questionnaire respondents and mystery shoppers, so that at the end of the project, the third objective to put forward strategic recommendations based on the strengths and weaknesses can then be completed

Previous Projects 2

The analysis of motivation and its importance to Oakleigh Park School of Swimming and its effect on overall business performance and success.

Other projects



- Wine Bar feasibility study
- Wasabi Restaurant customer analysis
- Business planning in a start-up wedding company
- Marketing strategy in restaurant to increase evening business
- Improving the image of the Gower Hotel
- Events business plan for Maesteg Town Hall

How will learning about organisational consultancy benefit you?



Develop awareness, knowledge & understanding of the processes of consultancy, change and project management including:

- the roles of organisational consultants
- reasons for change within organisations
- situations where consultant intervention may be beneficial
- the advantages arising from independent, professional intervention
- project identification, planning & implementation
- practical work related skills including research requirements, data handling & report writing
- the expectations of future employers

Teaching Strategies

- Participative
- Inclusive
- Lectures
- Discussions
- Case Studies
- Presentations
- Practical activities
- Group work
- Speakers
- Visits
- Review of articles
- Individual tutorials



Reading List Essential Texts

Cameron, E. & Green, M. (2015) Making Sense of Change Management, 4th edition, London: Kogan Page

Saunders, M & Lewis, P (2012) Doing Research in Business & Management, Harlow: Prentice Hall

Wickham, L & Wilcock, J (2012) Management Consulting, 4th edition, Harlow: Pearson

Reading List Background Reading

Baron, A. and Armstrong, M. (2007) Human capital management. London: Kogan Page.

Biggs, D (2010) Management Consulting: A Guide for Students, Andover: Cengage

Brierley, E. (2006) Talent on tap: getting the best from freelancers, interims and consultants. London: Chartered Institute of Personnel and Development.

Brown, D, Caldwell, R, & White, K. (2004) Business partnering: a new direction for HR. A guide. London: CIPD.

Burnes, B (2014) Managing Change, 6th edition, New York: Prentice Hall

Buttrick, R. (2005) The Project Workout, London: Prentice Hall (ebook on library website)

Gardiner, P. (2005) Project Management: A Strategic Approach, Basingstoke, Palgrave.

Johnson, M. (2005) The Independent Consultant's Survival Guide, London:CIPD.

Maylor, H. (2010) Project Management, 4th edition, Harlow: Prentice Hall.

Newton, R (2010) The Management Consultant: Mastering the Art of Consultancy, Harlow: Pearson

Other useful resources

Electronic Journals (via library website)

- British Journal of Management
- Coaching at Work
- Harvard Business Review
- HRM Review
- Human Resource Management Journal
- International Journal of Employment Studies
- Journal of Organisational Behaviour
- Management Today
- People and Strategy: Journal of the HR Planning Society
- People Management Magazine
- Public Personnel Management
- Strategic HR Review
- Work Employment and Society

Other useful resources

Useful Websites:

- Project Management Institute www.pmi.org/uk
- Chartered Management Institute www.cmi.org.uk
- Chartered Institute of Personnel and Development
www.cipd.co.uk
- Management Consultancies Association www.mca.org.uk
- www.mckinsey.com
- Institute of Consulting www.icon consulting.org.uk
- www.pwc.co.uk ; www.accenture.com ;
www.deloitte.com
- www.thesportsconsultancy.com ; www.tourismsociety.com

Our expectations

- Regular Attendance at both lectures and tutorials
- Enthusiastic participation, interaction and teamwork
- Student engagement with the module
- Mutual support and encouragement
- Adherence to classroom etiquette
- Independent reading and study above and beyond course notes and recommended texts
- Progress blog and supporting tutorial
- Positive engagement with external organisations
- Delivery of work in line with deadlines
- Continuous dialogue on any issues of concern
- **That will make you successful!** 

Your Expectations?



Questions



What would you like to research?

Can she fix it?.....

<http://youtu.be/xvGPXHWJVKU?list=PL96bI6exDcZw-uF9U3unyO-0oisGEPnBy>

<http://youtu.be/TDD2l03uvw?list=PL96bI6exDcZxZAUvHvRVkcFi1g9H58Jwp>

Tutorial Activity

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A Definition of Organisational Change

A process in which an organisation shifts from being in one state to being in another state

(Ford and Ford 1995)

Activity: What triggers change?

External factors:

- Economic trading conditions, home and abroad
- New technology
- Changed customer tastes/needs
- Competitor activity
- Mergers/acquisitions
- Legislation/govt policy
- Changes in local, national and world politics
- Changes in social and cultural values

What triggers change?

Internal factors:

- new products/services
- Poor performance
- Poor morale/ stress/staff turnover
- New boss/team
- Lack of skills
- Relocation
- Revised responsibilities
- Innovations in processes
- New ideas about customer service

The nature of organisational change

- Change is a pervasive influence. It is an inescapable part of both social and organisational life.
- Organisational change can be:
 - Reactive or proactive
 - Deliberately initiated by management
 - Evolve slowly over time
 - Imposed by changes in policy
 - Result from environmental pressures

Turbulence



Next:

**Role of a
Management
Consultant**

Tutorial:

**Develop thinking on
possible projects –
come armed with 3
initial project ideas**

