

42E01200:
CEMS Special Topics in Global Management, Lecture

Consultancy

Session 01: Introduction

Hiroshi KANNO, Visiting Professor
Dina MYLLYMÄKI, Teaching assistant

January 15, 2024

AGENDA

Introducing instructor and teaching assistant

Practicalities of the course

Introduction:

- What is this course about?
- What is consulting? Why consulting?

Problem solving

Next session

HIROSHI KANNO (菅野 寛)

hiroshi.kanno@aalto.fi kannohiroshi177@gmail.com



6 years Tokyo Institute of Technology, Japan
● B. and M. of Architecture



6 years Nikken Sekkei Architects, Planners and Engineers, Japan
● Architect/City Planner



2 years Carnegie-Mellon University, USA
● MBA



17 years The Boston Consulting Group (Tokyo Office)
● Partner and Managing Director
● Regional Head, Asia/Pacific, Technology, Media and Telecommunication Practice



8 years Hitotsubashi ICS, Japan
● Professor
● Dean (2012–2014)



6.5 years Waseda Business School, Japan
● Professor



Feb 2023 – Jan 2024 School of Business, Aalto University, Finland
● Visiting Professor

WHAT I DID AT BCG

My last position:

- Asia-Pacific Regional Leader, Technology, Merida and Telecommunication Practice

300+ projects

- Clients nationalities:



- Locations:



- Industries: high-tech, healthcare, broadcasting, IT, industrial goods, telecommunication, consumer goods, financial services, etc.
- Issues: strategy, marketing, entry into a foreign market, R&D, business development, corporate vision, M&A, etc.

Dina Myllymäki, DSc



Postdoctoral researcher at Aalto University School of Business

Project Lead for 50th European International Business Academy Conference, 12–14 December 2024, Aalto University

Research interest: HRM, HR professional roles, use of digital technology, organizational spaces/spacing, ethnographic research methods

- Previously worked as HR partner in AmRest and I also have experience working in consulting
- Moved to Finland from Russia in 2014
- Also shortly lived in US, UK and Denmark (up to 6-month visits)
- Married, two kids

♥ tennis, scouting, cooking

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PLEASE CHECK “MYCOURSES” FREQUENTLY

The screenshot shows the MyCourses interface for the course "42E01200 - CEMS Special Topics in Global Management, Lecture, 15.1.2024-29.1.2024". The top navigation bar includes "Home", "Dashboard", "My own courses", "Schools", "Course feedback", "Service Links", and "Intelliboard". The course title is prominently displayed in the center. Below the title, there are tabs for "Course feedback", "Syllabus", "Edit", and "MyTeaching support". A secondary navigation bar includes "Course", "Settings", "Participants", "Grades", "Reports", and "More". The main content area is titled "General" and contains three document icons: "Syllabus" (PDF document), "Announcements", and "Student Profile Form" (Word 2007 document). On the left, a sidebar menu lists "General", "Syllabus", "Announcements", "Student Profile Form", "Pre-assignment: Student Profile Form", "Readings", "Session 1. Introduction to...", "Session 2.", "Session 3.", "Session 4.", and "Session 5.". On the right, there are two panels: "Latest announcements" (with a link to "Add a new topic...") and "Upcoming events" (listing four L01 sessions on January 15, 17, 22, 24, and 29).

COURSE SCHEDULE

Session	WHEN	WHERE	WHAT	Assignments		
				Pre-session		Post-session
				Read:	Submit:	Submit
1	Mon Jan 15 14:00–17:00	Y346 Undergraduate Center	1) Introduction: what is consulting	Laffitte	Student Profile Form	Reflection From (online)
			2) Core consulting skill: Problem solving			
2	Wed Jan 17 14:00–17:00	BCG Helsinki Office	Learning from a consulting firm: Boston Consulting Group	Nikolova, et al.		Reflection From (online)
3	Mon Jan 22 14:00–17:00	Y346 Undergraduate Center	1) Learning from a consulting firm: Reaktor	Wright, et al.		Reflection From (online)
			2) Core consulting skill: Problem solving			
4	Wed Jan 24 14:00–17:00	T003 Väre	1) Learning from a company using consultants: Bayer	O'Mahoney, et al.		Reflection From (online)
			2) Core consulting skill: Project management			
5	Mon Jan 29 14:00–17:00	Y346 Undergraduate Center	Student presentation	(none)	Presentation material (PowerPoint)	1) Reflection From (online) 2) Key learnings from the entire course

SHORT COURSE: ONLY 2 WEEKS + 1 DAY

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				Read:	Submit:	Submit
1	Mon Jan 15 14:00–17:00	Y346 Undergrad Cen	1) Introduction: what is consulting		Student	Reflection From
2	Wed Jan 17 14:00–17:00	BC Helsinki				on From
3	Mon Jan 22 14:00–17:00	Y3 Undergr Cen				on From
4	Wed Jan 14:00–17:00	va				on From
5	Mon Jan 29 14:00–17:00	Y346 Undergraduate Center	Student presentation	(none)	Presentation material (PowerPoint)	1) Reflection From (online) 2) Key learnings from the entire course

● Only 5 sessions

→ It is very important to attend all the sessions!!

MONDAYS + WEDNESDAYS, 2-5 PM

Session	WHEN	WHERE	WHAT	Assignments		
				Pre-session		Post-session
				Read:	Submit:	Submit
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5	Mon Jan 29 14:00-17:00	Y346 Undergraduate Center	Student presentation	(none)	Presentation material (PowerPoint)	1) Reflection From (online) 2) Key learnings from the entire course

CAUTION! VENUES CHANGE EVERY TIME

Session	WHEN	WHERE	WHAT
1	Mon Jan 5 14:00–17:00	Y346 Undergraduate Center) Introduction: what) Core consulting Problem solving
2	Wed Jan 17 14:00–17:00	BCG Helsinki Office	Learning from a con Boston Consulting C
3	Mon Jan 22 14:00–17:00	Y346 Undergraduate Center) Learning from a c eaktor) Core consulting skill Problem solving
4	Wed Jan 31 14:00–17:00	T003 Väre) Learning from a c consultants: Bayer) Core consulting s Project management
5	Mon Jan 8 14:00–17:00	Y346 Undergraduate Center	Student presentatio



NEXT SESSION AT BCG OFFICE IN HELSINKI

Session	WHEN	WHERE	WHAT	Assignments		
				Pre-session		Post-session
				Read:	Submit:	Submit
1	Mon Jan 15 14:00–17:00	Y346 Undergraduate Center	1) Introduction: what is consulting 2) Core consulting skill: Problem solving	Laffitte	Student Profile Form	Reflection From (online)
2	Wed Jan 17 14:00–17:00	BCG Helsinki Office	Learning from a consulting firm: Boston Consulting Group	Nikolova, et al.		Reflection From (online)
3	Mon Jan 22 14:00–17:00	Y346 Undergraduate	1) Learning from a consulting firm: Reaktor			Reflection From (online)



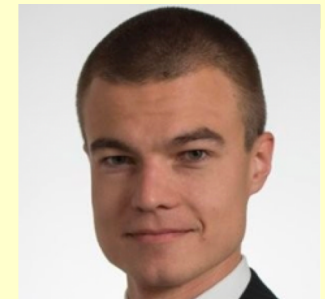
Tuukka Seppä



Elina Ibounig







Saani Inovaara



Juuso Soininen

TWO MORE GUEST SPEAKERS ON CAMPUS

Session	WHEN	WHERE	WHAT	Assignments	
				Pre-session	Post-session
1	Mon Jan 15 14:00–17:00	Y346 Undergraduate Center	1) Introduction: what is consulting 2) Core consulting skill: Problem solving	 Reaktor	 Mari Piirainen
2	Wed Jan 17 14:00–17:00	BCG Helsinki Office	Learning from a consulting firm: Boston Consulting Group		
3	Mon Jan 22 14:00–17:00	Y346 Undergraduate Center	1) Learning from a consulting firm: Reaktor 2) Core consulting skill: Problem solving	Wright, et al.	(online)
4	Wed Jan 24 14:00–17:00	T003 Väre	1) Learning from a company using consultants: Bayer 2) Core consulting skill: Project management	 Bayer	 Arto Pakkalin
5	Mon Jan 29 14:00–17:00	Y346 Undergraduate Center	Student presentation		

ASSIGNMENTS

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			2) Core consulting skill: Project management			
5	Mon Jan 29 14:00–17:00	Y346 Undergraduate Center	Student presentation	(none)	Presentation material (PowerPoint)	1) Reflection From (online) 2) Key learnings from the entire course

INDIVIDUAL ASSIGNMENTS

PRE-SESSION ASSIGNMENT FOR TODAY: STUDENT PROFILE FORM

Session	WHEN	WHERE	WHAT	Assignments		
				Pre-session		Post-session
				Read:	Submit:	Submit
			Laffitte	Student Profile Form	Reflection From (online)	
			rova, et al.		Reflection From (online)	
			Wright, et al.		Reflection From (online)	
			O'Mahoney, et al.		Reflection From (online)	
			(none)	Presentation material (PowerPoint)	1) Reflection From (online) 2) Key learnings from the entire course	

Student Profile Form

1. Your academic background
2. Your work experience (if any)
3. Your strengths/skills
4. Your expectation to the course

Not graded, but must submit to get credits!!

PRE-SESSION ASSIGNMENT FOR EACH SESSION: READING ACADEMIC PAPERS

Session	WHEN	WHERE	WHAT	Assignments		
				Pre-session		Post-session
				Read:	Submit:	Submit
1	Mon Jan 15 14:00–17:00	Y346 Undergraduate Center	1) Introduction: what is consulting	Laffitte	Student Profile Form	Reflection From (online)
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3	Mon Jan 22 14:00–17:00	Y346 Undergraduate Center	1) Learning from a consulting firm: Reaktor	Wright, et al.		Reflection From (online)
			2) Core consulting skill: Problem solving			
4	Wed Jan 24 14:00–17:00	T003 Väre	1) Learning from a company using consultants: Bayer	O'Mahoney, et al.		Reflection From (online)
			2) Core consulting skill: Project management			
5	Mon Jan 29 14:00–17:00	Y346 Undergraduate Center	Student presentation	(none)	Presentation material (PowerPoint)	1) Reflection From (online) 2) Key learnings from the entire course

POST-SESSION ASSIGNMENT FOR EACH SESSION: REFLECTIN FORM

Session	WHEN	WHERE	WHAT	Assignments		
				Pre-session		Post-session
				Read:	Submit:	Submit
1	Mon Jan 15 14.00 - 17.00	Y346 Undergraduate	1) Introduction: what is consulting 2) Core consulting skills	Laffitte	Student Profile Form	Reflection From (online)
						Reflection From (online)
						Reflection From (online)
						Reflection From (online)
						1) Reflection From (online)
					Presentation material (PowerPoint)	2) Key learnings from the entire course

Reflection Form

1. How many times did you speak up?
What did you say?
 - 20% of course grade
2. Your key learning(s) from today's session
 - 20% of course grade
3. Your key learning(s) from the reading
 - 10% of course grade

POST-SESSION ASSIGNMENT FOR THE LAST SESSION: KEY LEARNINGS FROM THE COURSE

Session	WHEN	WHERE	WHAT	Assignments		
				Pre-session		Post-session
				Read:	Submit:	Submit
1	Mon Jan 15 14:00–17:00	Y346 Undergraduate Center	1) Introduction: what is consulting	Laffitte	Student Profile Form	Reflection From (online)
			2) Core consulting skill: Problem solving			
	Wed Jan 17	BCC	Learning from a consulting firm	Nikolaev		Reflection From (online)
						Reflection From (online)
4	Wed Jan 24 14:00–17:00	T003 Väre	consultants: Bayer 2) Core consulting skill: Project management	Shoney,		Reflection From (online)
5	Mon Jan 29 14:00–17:00	Y346 Undergraduate Center	Student presentation	(none)	Presentation material (PowerPoint)	1) Reflection From (online) 2) Key learnings from the entire course

Your key learnings from the entire course
(20% of course grade)

GROUP ASSIGNMENT

STUDENT PRESENTATION IN THE LAST SESSION

Session	WHEN	WHERE	WHAT	Assignments		
				Pre-session	Post-session	
1	Mon Jan 15 14:00–17:00					
2	Wed Jan 17 14:00–17:00	H				
3	Mon Jan 22 14:00–17:00					
4	Wed Jan 24 14:00–17:00		2) Core consulting skills. Project management			
5	Mon Jan 29 14:00–17:00	Y346 Undergraduate Center	Student presentation	(none)	Presentation material (PowerPoint)	1) Reflection From (online) 2) Key learnings from the entire course



GROUP ASSIGNMENT: CONSULTING PROJECT

Groups will be assigned by Session 2 (Wednesday 17th January)

- Please submit your “Student Profile Form” TODAY

Choose a real company

- Select one "CEO agendum" (a biggest opportunity or risk the company is facing and the CEO needs to make a decision and take an action)
- Imagine the CEO hired you as consultant to address the agendum.
- Prepare and present your recommendation to CEO (i.e. the decision and action you will recommend the CEO to implement
 - Presentation format: PowerPoint
 - Time: 15 minutes for presentation → 10 minute for discussion.

Upload your PowerPoint to MyCourses by Sunday 28th January 2024, 12:00 noon
30% of course grade

LET'S
HAVE FUN!

AGENDA

Introducing instructor and teaching assistant

Practicalities of the course

Introduction:

- What is this course about?
- What is consulting? Why consulting?

Problem solving

Next session

COURSE OBJECTIVE

Understand:

- The overview of consulting industry
 - Evolution
 - Landscape
- The core skills in consulting
 - Problem solving
 - Project management.”
- How consultants work with clients and add values

Pseudo-experience consulting work

- By crafting and presenting a recommendation to a simulated client scenario.

HOW YOU WILL LEARN

Practice

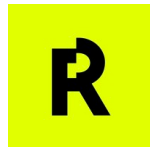
Discussions/exercises

- To be facilitated by the instructor



Discussions with real-world businesses

- Consulting firms



- Corporation using consultants



Theory

Readings

1. Laffitte, H.
 - “History of Consulting”
2. Nikolova, N.; Reihlen, M. & Schlapfner, J-F.
 - “Client-Consultant interaction”
3. Wright, C., A. Sturdy and N. Wylie.
 - “Management innovation through standardization”
4. O’Mahoney, J. and A. Sturdy .
 - “Power and the diffusion of management ideas”

WHAT IS CONSULTING?

Definition

“Provision of expert advice
• to another person or entity (“client”)
• in exchange for compensation for services.”

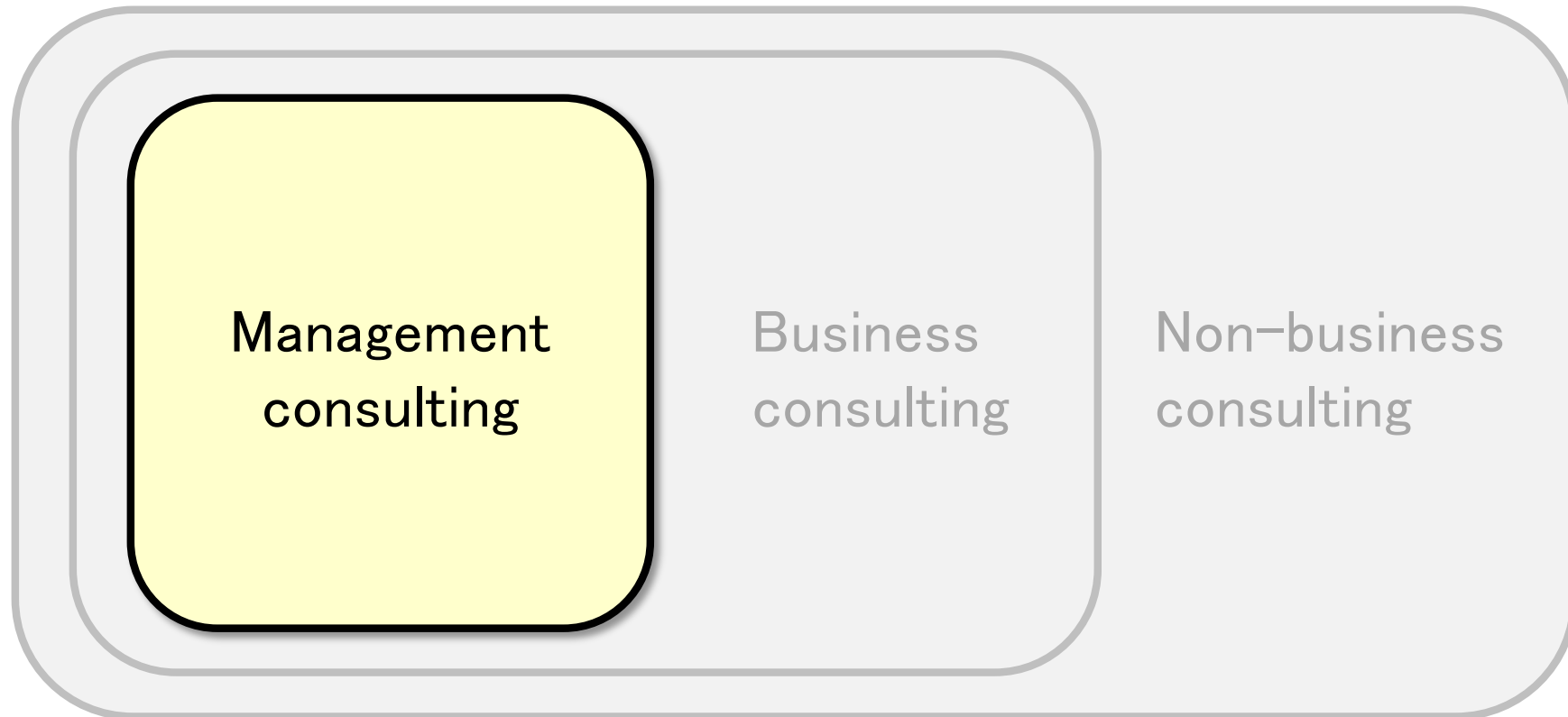


Hélène Laffitte



Source: <https://consultingquest.com/insights/8-stages-history-of-consulting/> , modified by the instructor

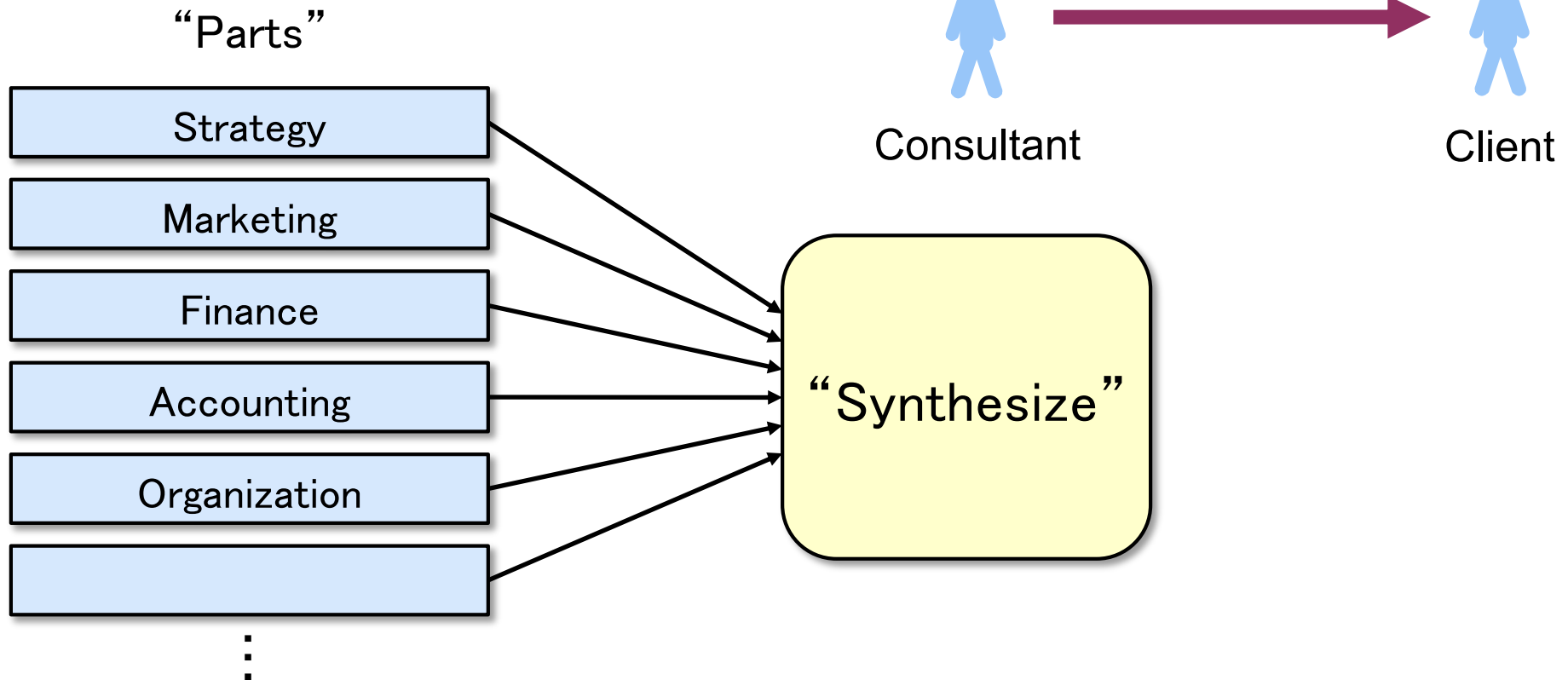
SCOPE OF THIS COURSE (1)



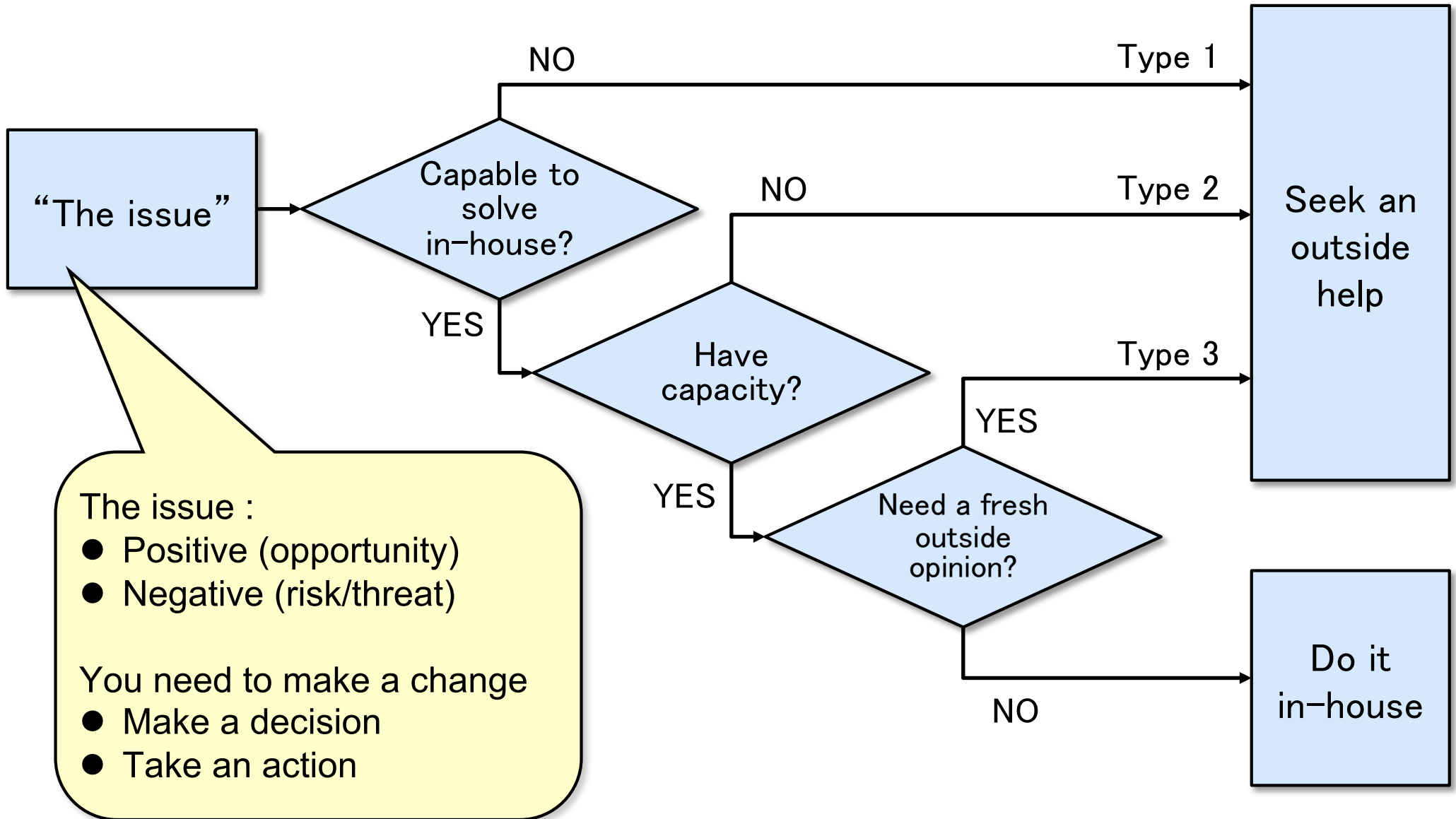
SCOPE OF THIS COURSE (2)

NOT

BUT



WHY OUTSIDE HELP?

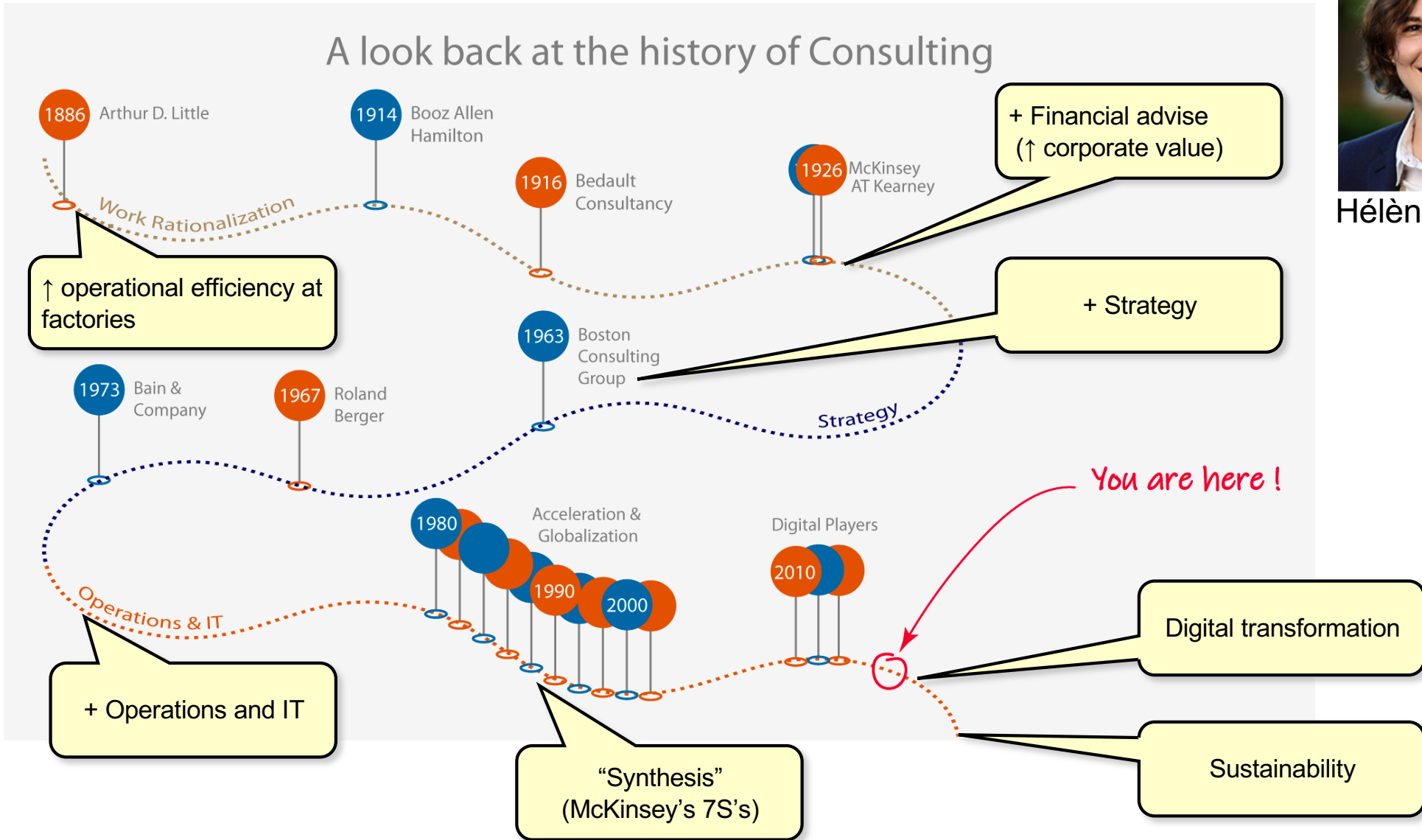


EVOLUTION OF CONSULTING



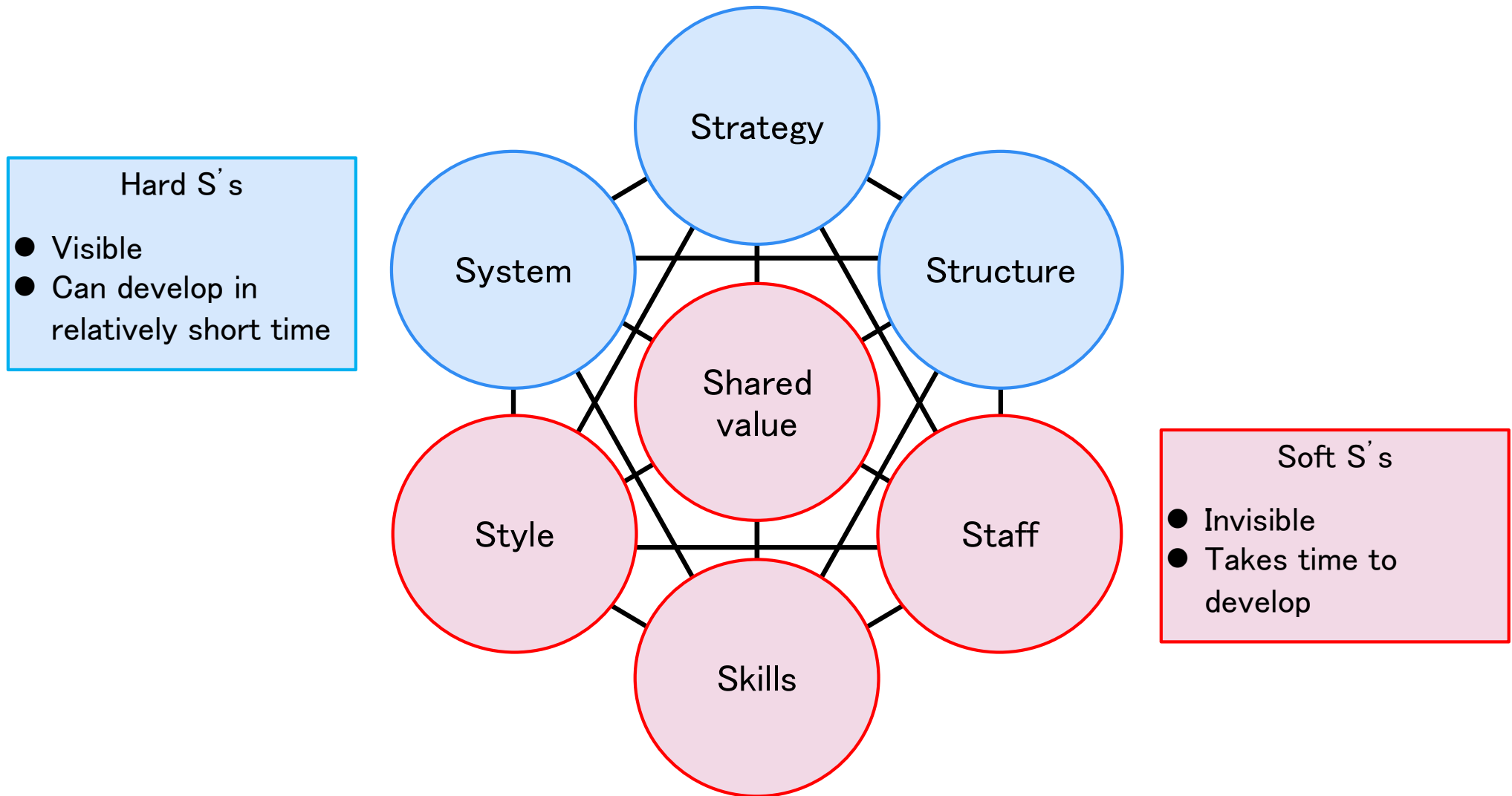
Héléne Laffitte

A look back at the history of Consulting



Sources: <https://consultingquest.com/insights/8-stages-history-of-consulting/>; <https://consultingquest.com/insights/global-management-consulting-industry/>

MCKINSEY' S SEVEN S MODEL



Source: "In Search of Excellence" (1982) Tom Peters, Robert H. Waterman Jr.

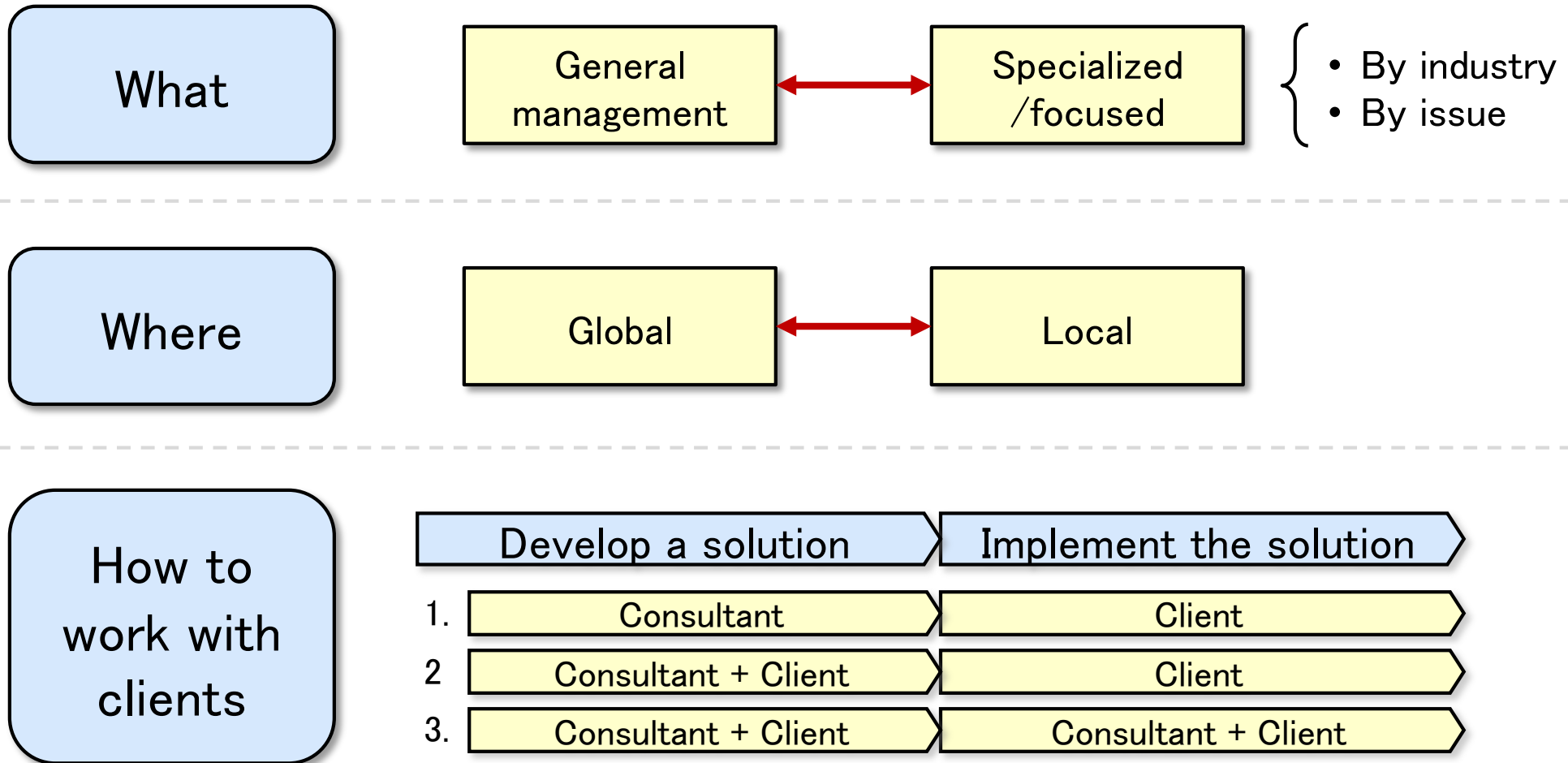
CONSULTING INDUSTRY NOT REGULATED OR CERTIFIED

<u>Professional firm</u>	<u>Professional school</u>	<u>Regulated? Certified?</u>
Law firm	Law school	} YES
Accounting firm	Accounting school	
Architectural firm	Architectural school	
(Doctor)	Medical school	
Consulting firm	Business school	NO!

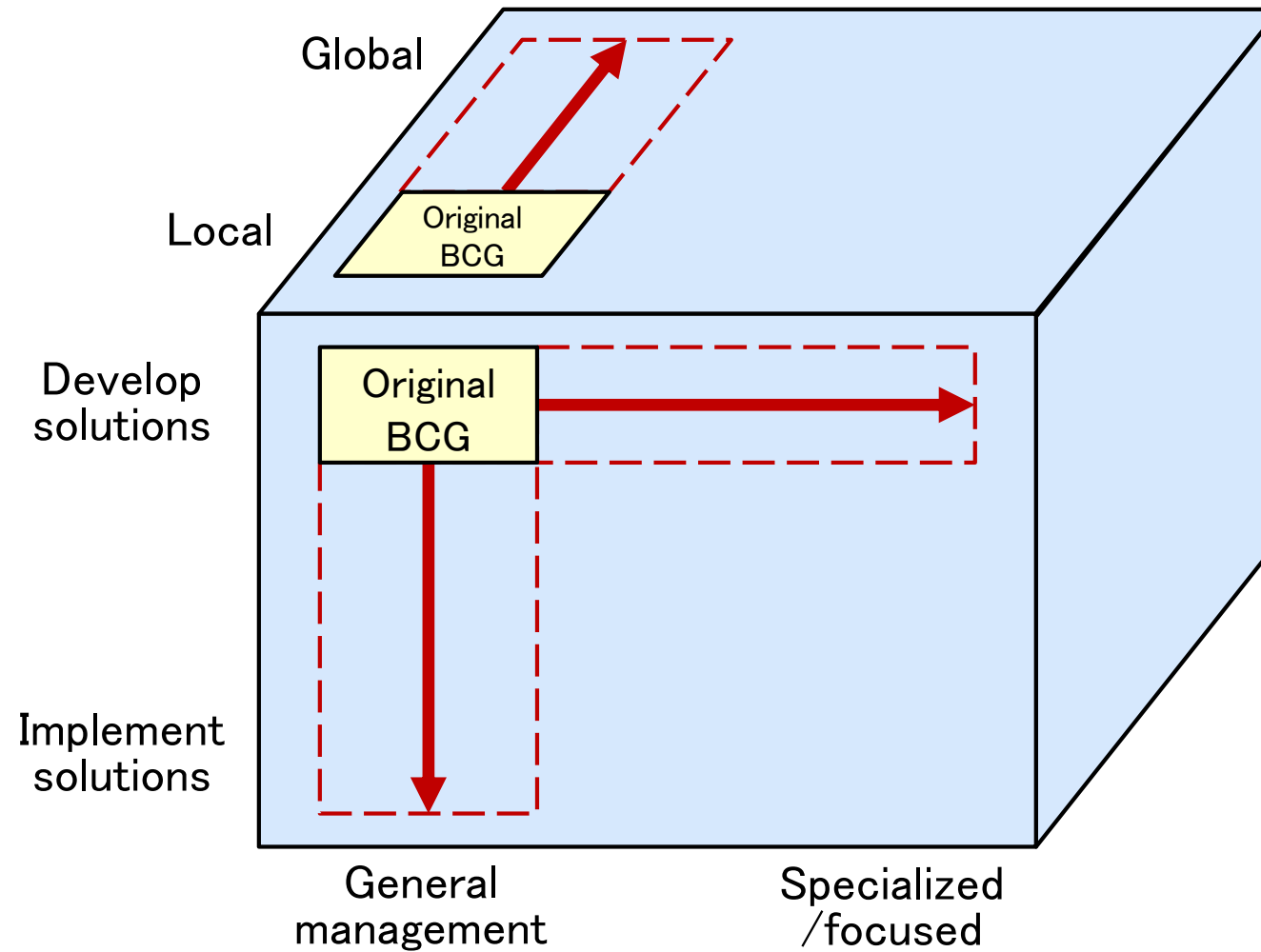
... which often confuses clients

DIFFERENT TYPES OF CONSULTANTS EXIST

Some typical categorizations



CONSULTING INDUSTRY: A LANDSCAPE



AGENDA

Introducing instructor and teaching assistant

Practicalities of the course

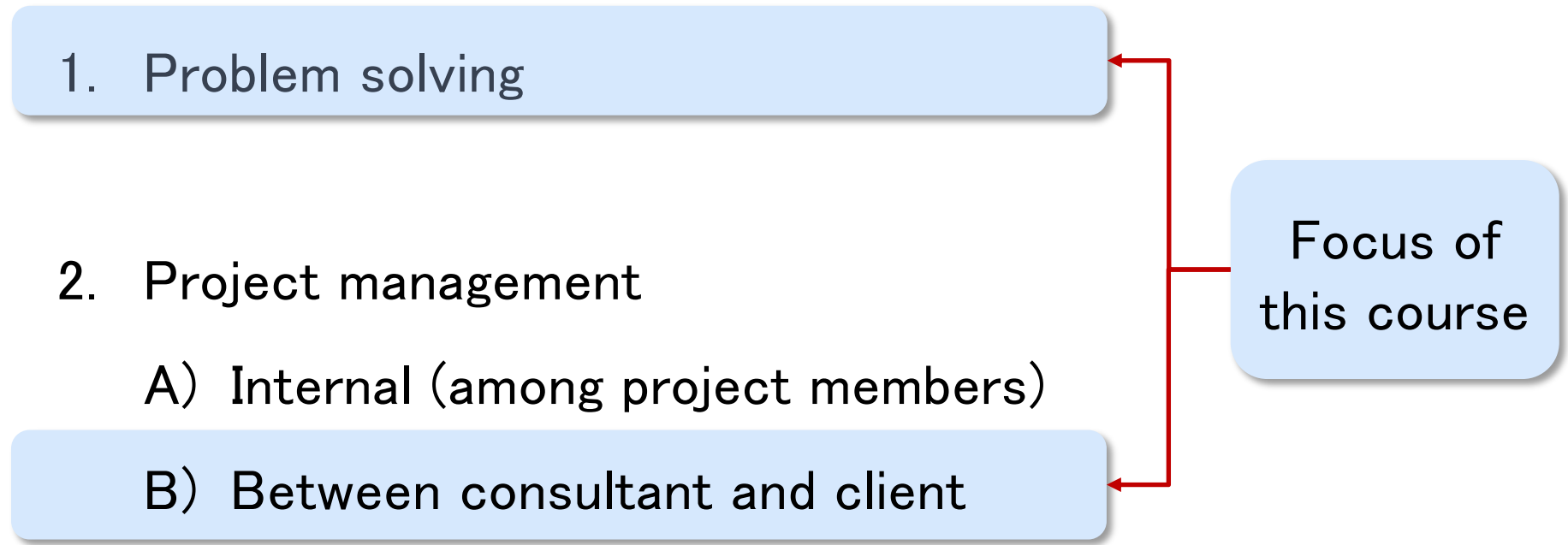
Introduction:

- What is this course about?
- What is consulting? Why consulting?

Problem solving

Next session

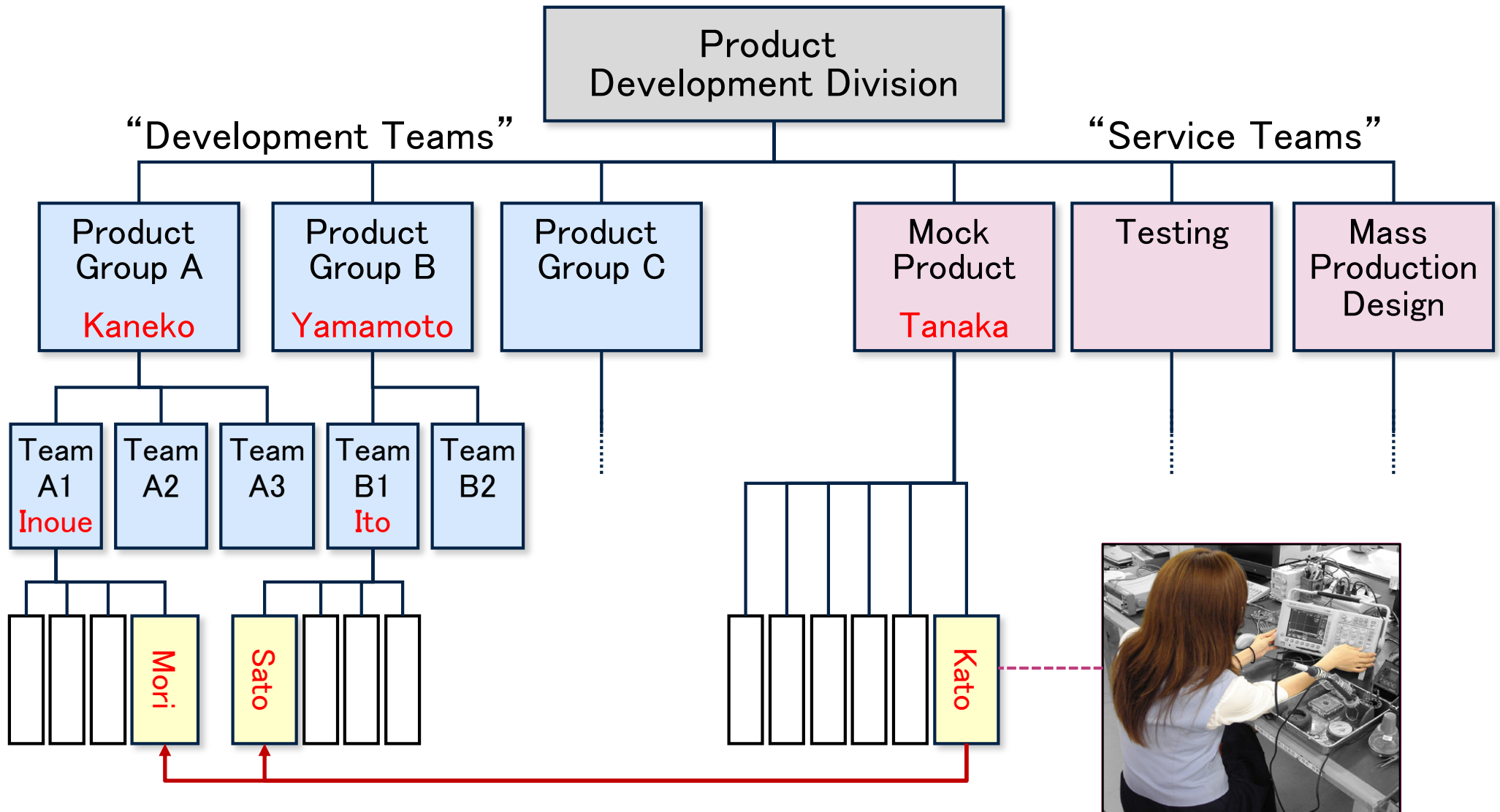
TWO CORE CONSULTING SKILLS



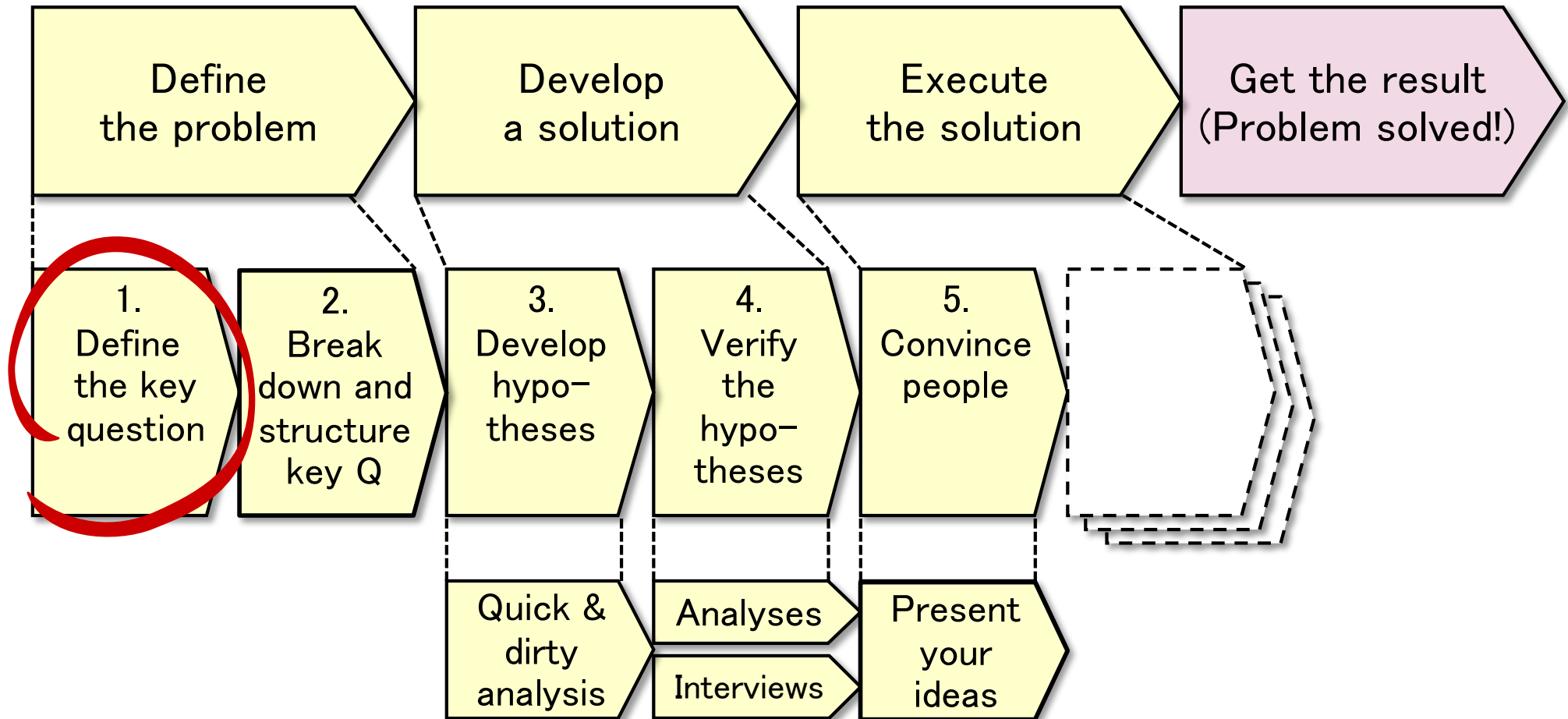
MINI-EXERCISE: KANNO SPORTS SHOES CO.



MINI-EXERCISE: A TALK WITH A CEO OVER DINNER



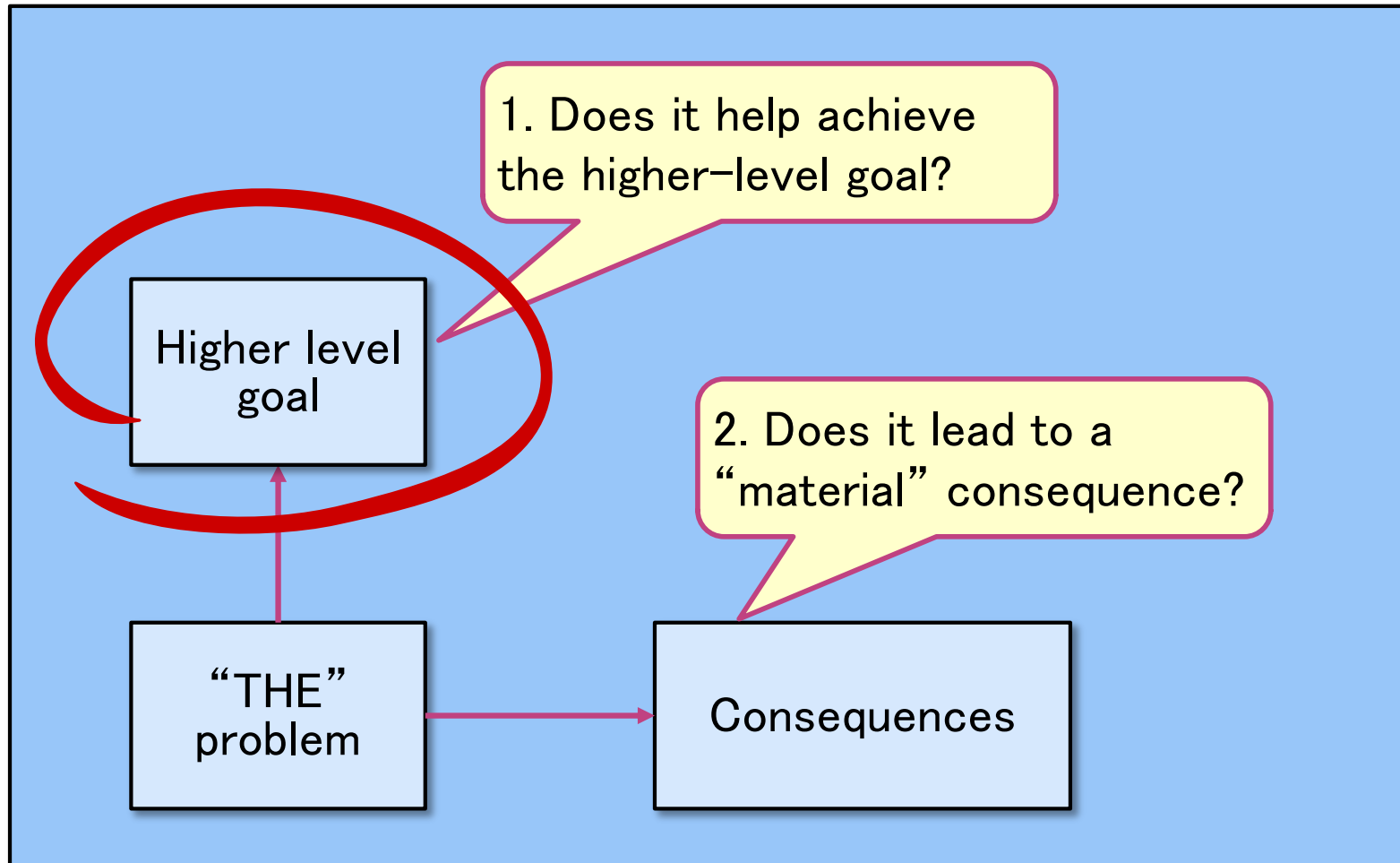
CONSULTING: A TYPICAL PROCESS



WHAT IS “REAL WORLD” PROBLEM SOLVING?

	<u>“Classroom” problem solving</u>	<u>“Real world” problem solving</u>
Problem	Given	Not given. Need to define the problem by yourself
Information	Given <ul style="list-style-type: none">• In a structured way	Too little or too much information <ul style="list-style-type: none">• Often unrelated/contradicting
Tools/frameworks for solving the problem	Given	Not given. Need to develop your own problem solving approach
	<ul style="list-style-type: none">• Do the “given”	<ul style="list-style-type: none">• Think by yourself• Develop by yourself

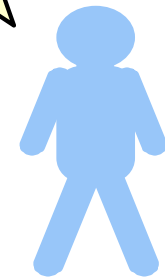
HOW TO DEFINE THE RIGHT PROBLEM?



A PROBLEM?

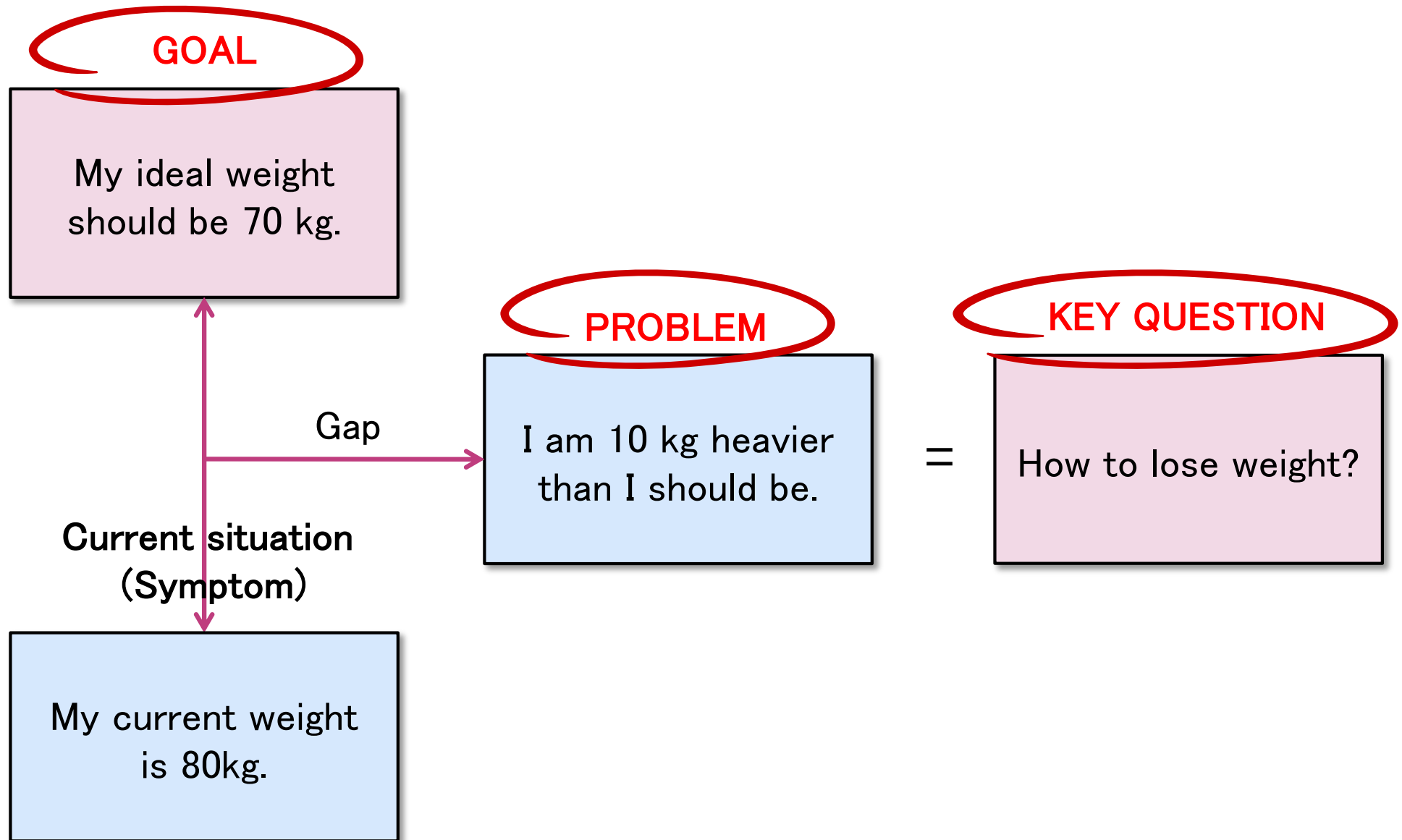


My shoes are sold out. This is a problem.



CEO

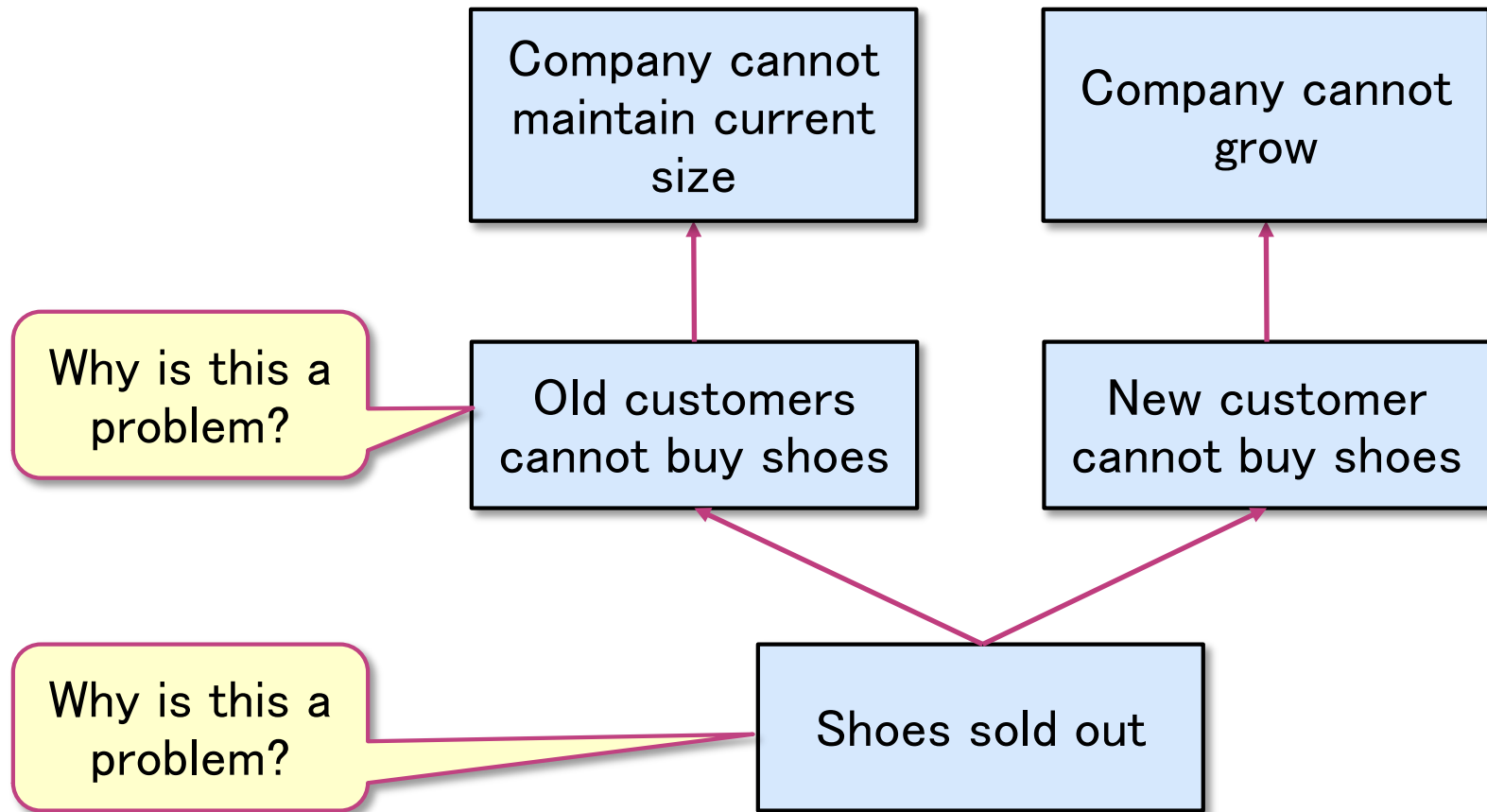
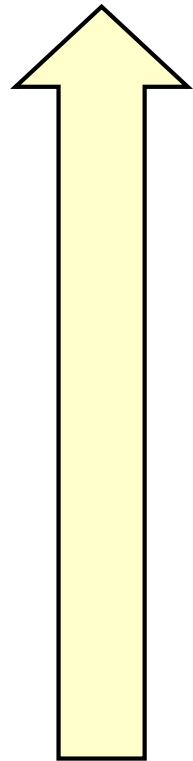
PROBLEM – GOAL – KEY QUESTION





WHAT IS YOUR **PROBLEM**?

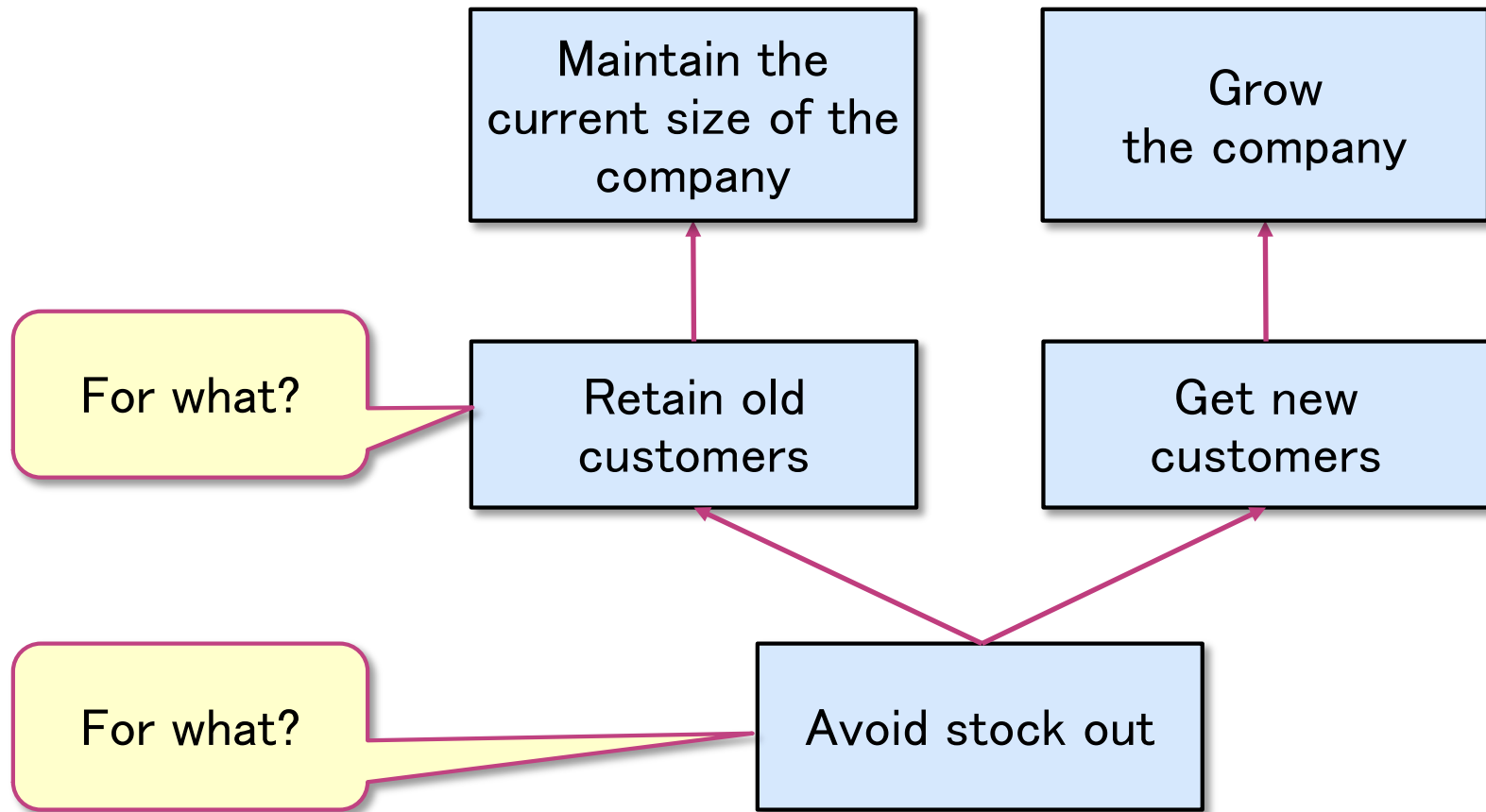
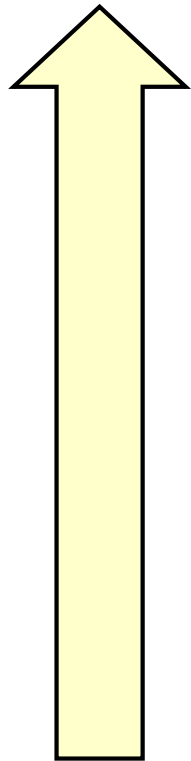
Higher level
problem





WHAT IS YOUR GOAL?

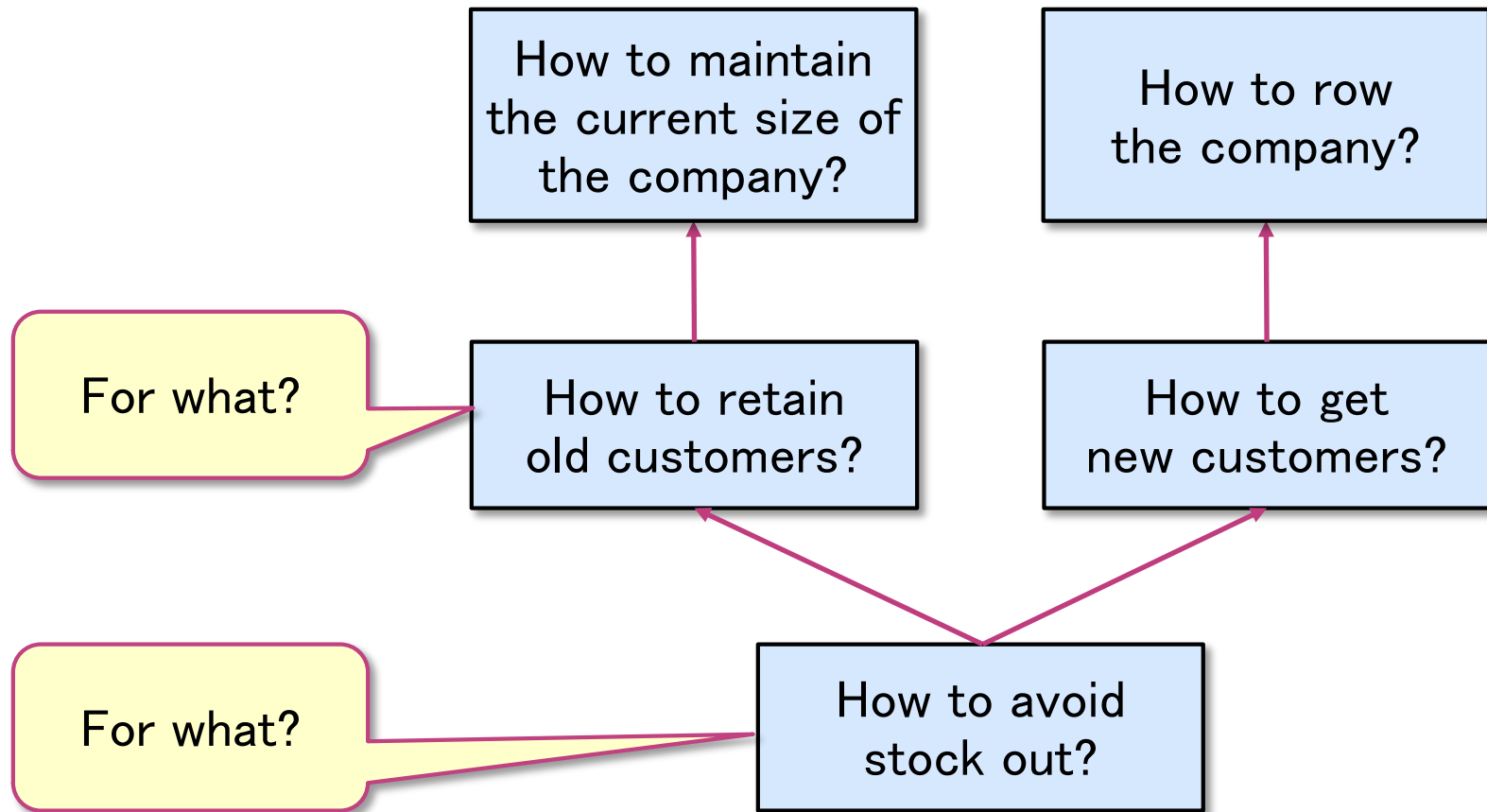
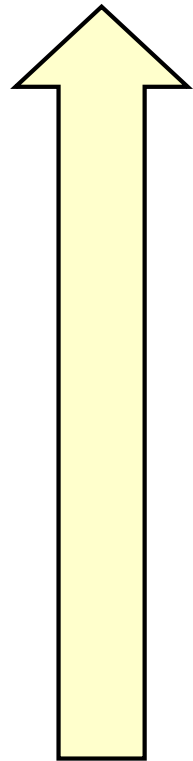
Higher level
goal



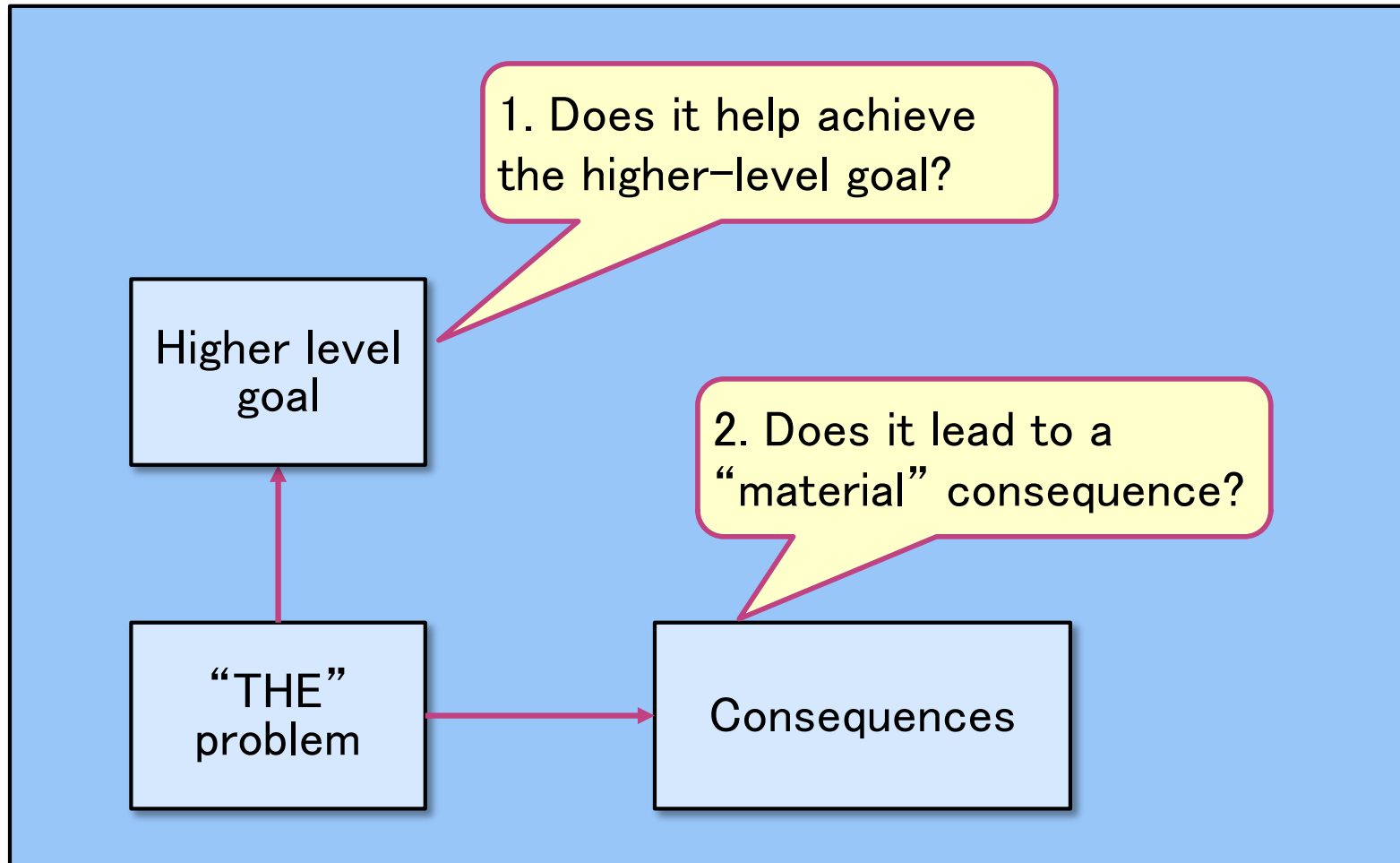


WHAT IS YOUR **KEY QUESTION?**

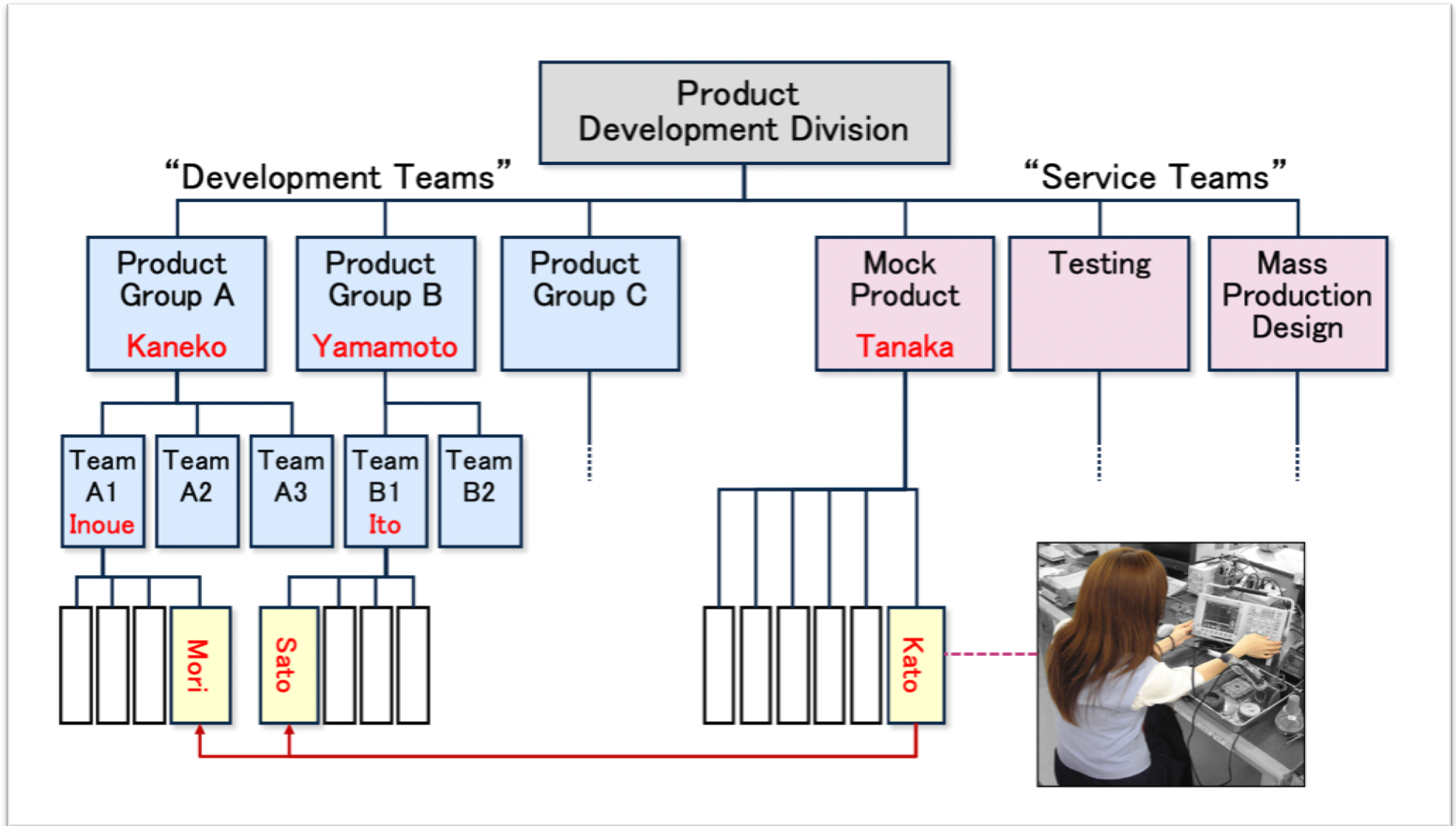
Higher level
question



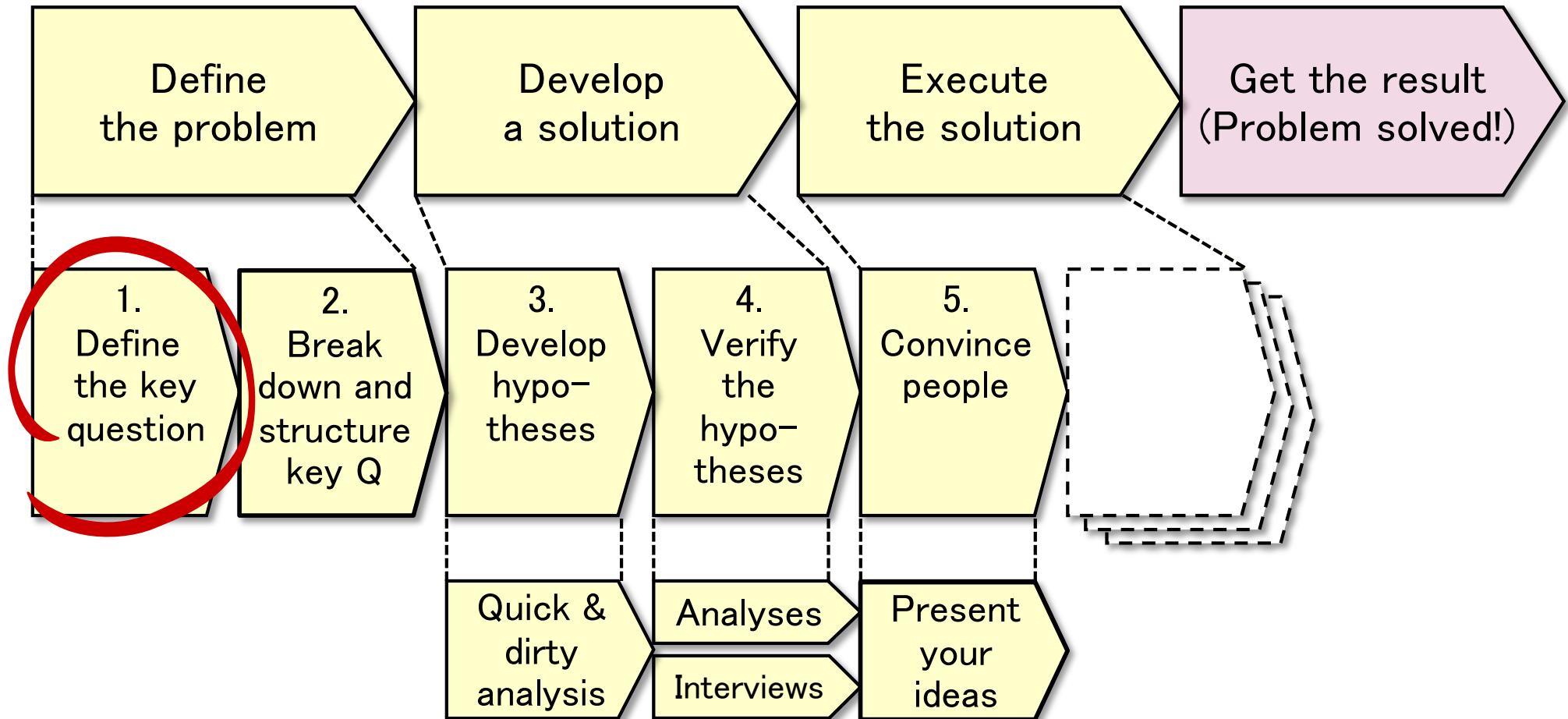
HOW TO DEFINE THE RIGHT PROBLEM?



“MATERIAL” CONSEQUENCE?



CONSULTING: A TYPICAL PROCESS



AGENDA

Introducing instructor and teaching assistant

Practicalities of the course

Introduction:

- What is this course about?
- What is consulting? Why consulting?

Problem solving

Next session

NEXT SESSION AT BCG HELSINKI OFFICE, WEDNESDAY AT 14:00



Where

Kluuvikatu 3 A, 4th floor.

When

The session starts at **14:00 sharp**.

Who



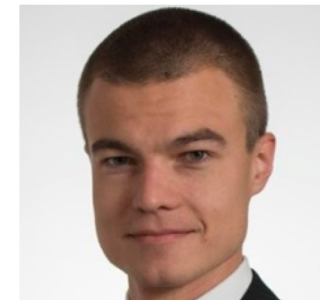
Tuukka Seppä



Elina Ibounig



Saani Inovaara



Juuso Soininen

THANK YOU

SEE YOU AT BCG
ON WEDNESDAY