



### **Creating Solutions, Engaging Clients and Delivering Results**

Consultants have earned a bad reputation for failing to create value with the client. The following are some of the problems faced:

[The cost/value proposition is poor](#)

[There is not enough true mastery-level expertise](#)

[The firms, particularly the Big Five, have not delivered promised benefits/results](#)

[There is no true collaboration with the clients](#)

[Clients are skeptical of the consultants' value proposition](#)

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#### **The cost/value proposition is poor**

The client is paying three to seven times what the consultants are paid and getting “formulaic” results that are pedestrian and do not show unique insight into the industry or the functional domains. We can particularly see this with the ‘Big Five’ leveraged practices where a team of lower-level consultants are left on the client’s premises to do work according to a mapped-out process approach.

#### **There is not enough true mastery-level expertise**

Senior consulting partners may possess a high level of expertise in their field, but only spend a small fraction of their time on leveraged assignments. Too often their hourly rates are costly to

allow them a more extensive participation in a project.

### **The firms, particularly the Big Five, have not delivered promised benefits/results**

We can see this in the case of large systems integration projects. The client views these as an expensive exercise, which has no fundamental ROI for the firms. Worse, these firms have had to dismantle and/or constantly repair the damage left behind by consultants who have installed packaged solutions that are over-engineered and don't really equate to what the firm needs to do its business effectively and cost-efficiently.

### **There is no true collaboration with the clients**

Consultants have solutions that are pre-packaged and largely thrust upon clients. Furthermore consultants are often at odds with what the client really needs or finds him/herself in a competitive position with the client. Consultants need to engage the client on an empathetic basis; become a part of the team and stay in the trenches until the product is delivered.

### **Clients are skeptical of the consultants' value proposition**

Clients tend to want a new approach that has the consultant putting his skin in the game; with a commitment to a timeline for delivery of milestone tasks and benefits. In fact, clients are moving toward asking consultants to guarantee results within timelines of 60, 90, 120, 180 days and so forth.

***The Cousins Group put experience, efficiency and accountability at the heart of every initiative. We believe these attributes are key to delivering tangible results for your company. They are the building blocks of the Cousins Group's DNA.***