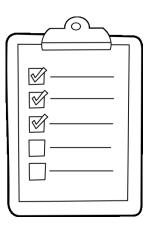
# Management poradenské firmy



# Obsah přednášky

- Hodnotový řetězec
- Případová studie outsourcing
- Business model
- Případová studie Business model

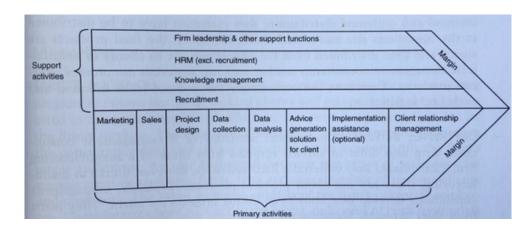


# Hodnotový řetězec poradenské

## organizace

- Prodej předchází výkonu
- Nabídka služeb namísto fyzického produktu
- Chybí vstupní a výstupní logistika
- R&D o znalostech nikoliv o fyzickém produktu
- Recruitment nahrazuje nakupování





# Činnosti poradenské organizace

## Primární aktivity

- Marketing
- Prodej
- Project design
- Sběr dat
- Analýza dat
- Tvorba rad
- Asistence s implementací
- CRM

## Podpůrné procesy

- Nábor
- Knowledge management
- Řízení lidských zdrojů
- Leadership a ostatní podpůrné funkce

## Outsourcing

- Outsourcing primárních činností Ano či ne?
- Případová studie EVALUESERVE https://www.evalueserve.com/
- V čem je rozdíl pro management firmy při outsourcingu primárních činností vs. sekundárních?
- Jaké jsou argumenty pro a proti outsourcingu primárních činností
- Jaký dopad má outsourcing primárních činností na poradenství?

## Konkurenční strategie poradenské

## organizace

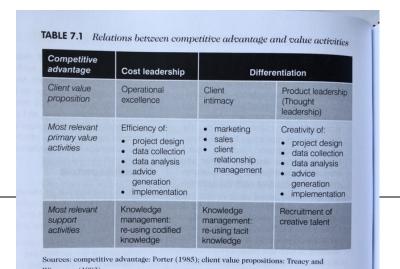
### **Strategie**

- Brain consultancy
- Software-based consultancy
- Procedure consultancy
- Grey hair consultancy

#### High / Management Software-based consultancy consultancy as a product Level of codification of a consultant's Procedure consultancy Management solution consultancy as a service Brain Grey hair consultancy consultancy Low Familiarity of client's problem to consultant

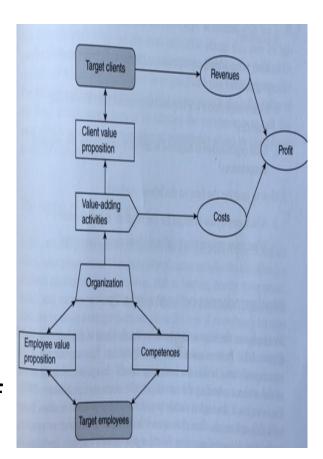
## Hodnota pro klienta (Client value proposition)

- Inovativní řešení (product leadership)
  - Nízké náklady řešení (operational excellence)
  - Úzký vztah mezi klientem a poradcem (client intimacy)



## Business model poradenské organizace

- A business model describes the rationale of how an organization creates, delivers, and captures value, in economic, social, cultural or other contexts (*Business Model Generation*, <u>Alexander</u> <u>Osterwalder</u>, <u>Yves Pigneur</u>, Alan Smith, and 470 practitioners from 45 countries, self published, 2010
- Business Model as the blueprint of how a company does business (Osterwalder et al., 2005)



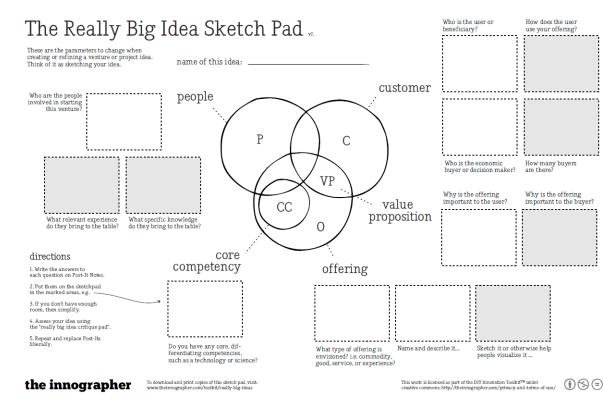
# Business model poradenské organizace

- Základní prvky business modelu
  - Jakou pozici bude mít poradenská firma na trhu
    - Cíloví zákazníci, cíloví zaměstnanci
    - Jakou hodnotu nabízet zákazníkům, typem poradenství, role poradce
  - Jaké kompetence je třeba rozvíjet a využívat s ohledem na hodnotu pro zákazníka
    - Jaké činnosti (value-adding) budou vykonávány za účelem tvorby hodnoty pro zákazníka
    - Jaké kompetence jsou nutné pro uvedené aktivity
    - Jaká organizace může rozvíjet a zajistit požadované kompetence
  - Jak působit na pracovním trhu (jak se umístit)
    - Na jaké zaměstnance se zacílit s ohledem na potřebné kompetence
    - Jaké hodnoty nabídnout těmto zaměstnancům



## Sketching ideas

- Offering description of the product or service offered to customers
- Customers Who should be the user of the offering?
- Value proposition -Why would be the offering valueable for the customer
- Infractructure core competencies, people
- Financial viability



## The business model canvas

#### The Business Model Canvas

Designed for:

Designed by:

Ore Dy Noth Yor

#### Key Partners

Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from

Which Key Activities do partners perform?

motivations for partnerships: Optimization and economy

Reduction of risk and uncertainty Acquisition of particular resources and activities

#### Key Activities

What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?

categories Production Problem Solving Platform/Network

#### Value Propositions

What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment?

Which customer needs are we satisfying?

characteristics Newness

Performance Customization "Getting the Job Done" Design Brand/Status Price

Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability

#### Customer Relationships (

For whom are we creating value? Who are our most important customers? What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established?

examples
Personal assistance
Dedicated Personal Assistance
Self-Service
Automated Services
Communities

Co-creation

#### Customer Segments

How are they integrated with the rest of our business model? How costly are they?

Mass Market Niche Market Segmented Diversifed Multi-sided Platformo

#### Key Resources

What Key Resources do our Value Propositions require?
Our Distribution Channels?
Customer Relationships? Revenue Streams?

types of resources Physical Intellectual (brand patents, copyrights, data) Human Financial

#### Channels

Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?

channel phases:

- Awareness: How do we raise awareness about our company's products and services?
- 2. Evaluation: How do we help customers evaluate our organization's Value Proposition?
- 3. Purchase: How do we allow customers to purchase specifc products and services?
- Delivery: How do we deliver a Value Proposition to customers?
   After sales: How do we provide post-purchase customer support?

#### Cost Structure

What are the most important costs inherent in our business model? Which Key Resources are most expensive?

Which Key Activities are most expensive? is your business more:

Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing)
Value Driven (focused on value creation, premium value proposition)

sample characteristics: Fixed Costs (salaries, rents, utilities) Variable costs

Variable costs Economies of scale Economies of scope



#### Revenue Streams

For what value are our customers really willing to pay?

For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?

How would they preter to pay? How much does each reverted types:

fixed pricing

Asset sale

List Price

Usage fee

Product feature dependent

Subscription Fee

Customer segment dependent

Full Management

Lending/Renting/Leasing Volume dependent

Keal-time-Market

Licensing Brokerage fees Advertising





#### Eden McCallum



#### **Key Partners**

400+ high calibre independent consultants, most of whom have been with a top tier consulting company and also do have industry experience

#### **Key Activities**

Business development

Customer relationship management

Project management

Consultant selection and management

#### **Key Resources**

Access to clients

Network of consultants

Image: The Eden McCallum business model has been covered extensively in the press, academic journals and business books

#### Value Propositions

High quality consulting at lower cost

Flexibility to choose from a pool of consultants

Consultants with experience in consulting and industry

High quality projects with interesting clients

High flexibility and full control of timing and type of work

Consultants are independent, but still part of a team

No internal responsibilities (admin, sales, ...)

#### **Customer Relationships**

Long standing and close relationships with both clients and consultants

Customer relationship through a Client Director / Manager

Consultant relationship through a Consultant Management team

#### Channels

Direct selling, word of mouth

Website, word of mouth

#### **Customer Segments**

Fortune 100s & 500s

Independent consultants

#### Cost Structure

Very lean as consultants are independent No need for large offices to host the consultants

Business development

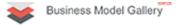
#### Revenue Streams

Consulting fees

Relevant for Clients Relevant for Consultants

Description by Business Model Gallery. Canvas by BusinessModelGeneration.com

#### McKinsey & Co.



#### **Key Partners**

Alumni

#### **Key Activities**

Education and training of employees

Research

Recruiting

Software and solution development

#### Value Propositions

Consulting: individual, judgement based and tailored analysis and advice. Providing expertise the customer usually lacks.

Special consulting services:

- McKinsey Implementation
- McKinsey Recovery & Transformation Services

McKinsey Solutions incl. Advanced Data & Analytics

#### **Customer Relationships**

Long term, often personal, relationships

Long term project based

Shorter projects

#### **Customer Segments**

A multitude of industries and sectors

#### **Key Resources**

Image, brand and reputation

Human Capital: Specialist expert knowledge in industries and functional practices

Global presence

Dedicated software, IT and solutions experts

Intellectual property: e.g.

#### Channels

Personal contacts

Dedicated solutions website:

http://solutions.mckinsey.com/inde

#### Cost Structure

Consultants

Support and research staff

Infrastructure

Global presence

#### Revenue Streams

Consulting fees (usually per diem)

Consulting Business | Solutions and Services Business 12.10.2019

Subscriptions and fixed prices per deliverable output

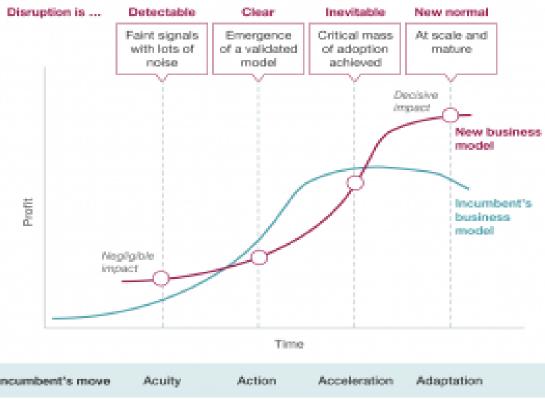
# Co usnadňuje "disruption" stávajících business modelů poradenství

- Labor intensive rely on humans as the fundamental source of research, analysis, recommendations, process definition, process management, and facilitation.
- Billable time-based business model. The fee structure underlying most consulting services is tied to billable hours or days, which encourages lengthy, overstaffed engagements to maximize revenue.
- High margins. The cost of "goods" in consulting refers not to products but to people. The billable rates of junior consultants in most large firms far exceed what they are paid by the firms in which they work. Value pricing models also dramatically increase the profitability of many projects and firms.

# Co usnadňuje "disruption" stávajících business modelů poradenství

- Time-bound value. With the increasing pace of change, the moment a research report, competitive analysis, or strategic plan is delivered to a client, its currency and relevance rapidly diminishes as new trends, issues, and unforeseen disrupters arise.
- Knowledge commoditization. The models, templates, and tools of the consulting trade have historically been kept "secret" by consultants and locked away as intellectual capital. The "democratization" of just about everything, including management information and knowledge, will continue so that anyone can access and apply "best practices" on their own.

#### Disruption introduces an incumbent to a new journey.

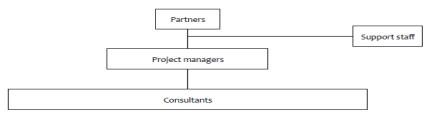


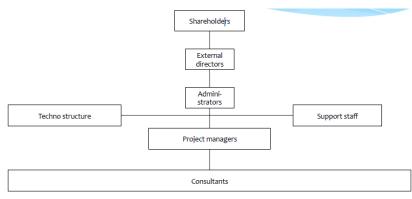
Incumbent's move	Acuity	Action	Acceleration	Adaptation	
Common barrier	Myopia	Avoidance of pain	Inertia	Fit	

## Organizační struktura



- Divizionalizace
- Zodpovědnost za výsledky sdílená (one-firm model) vs. oddělené (warlord model)





## Ekonomika poradenské organizace

- Pevná cena
- Cena na základě nákladů pevná částka (prémie ) plus náklady
- Cena na základě výkonu honoráře podmíněné výsledky tzv. kontingenční honorář

## Ceny

- Pohybují se od 500 Kč za hodinu konzultace
- Personální audit cca 30.000,-
- http://www.alium.cz/images/PDF/new2standa rt.pdf
- http://www.mr-consult.cz/cenik/
- http://vtconsult.webnode.cz/cenik/

## Poradenská smlouva



- výstupem fáze vstupu, následuje po schválení nabídky
- vhodné vyhledat právního poradce
- formy uzavírání smluv:
  - ústní dohoda
  - písemný souhlas s dohodou
  - písemná smlouva
- smlouva s pevnou cenou; s cenou stanovenou na základě nákladů; na základě výkonu; motivační smlouva

## Písemná smlouva

- smlouva o dílo
- inominátní smlouvy umožňuje účastníkům smluvního vztahu uzavřít i takovou smlouvu, která není upravena jako typ smlouvy
- čtyři podstatné náležitosti smlouvy:
  - > strany
  - > předmět
  - Ihůta, termín nebo jinak vymezený čas plnění smlouvy
  - cena