

Management Consulting Issues in Australia – A Context Case Study

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Abstract

Dominion over the management consulting profession worldwide has passed in recent times from multinational accounting firms to multinational Information Technology firms. This transition coincides with a period of major change in the practice of management consulting. Yet, very little research has been done into the issues faced by management consultants. This paper reports a preliminary empirical investigation aimed at identifying these issues. From review of the literature and from interviews of State Chapter Presidents of the Institute of Management Consultants in Australia, the study identifies twenty-one issues around three categories: (1) the changing Client Environment, (2) the changing Client-Consultant Relationship, and (3) the changing Consultant Environment.

Keywords

Management consulting, information systems, consulting, case study, major issues study

PURPOSE OF THE RESEARCH

Study Objectives

The study involves an exploratory context case study of issues facing firms in the Australian management consulting industry. The context case study forms part of a larger study entailing a Delphi survey of IMC members. Study objectives were to:

- Provide early indications of issues facing the management consulting industry in Australia
- Provide the research team with an understanding of the environment, to facilitate the design of the survey instrument and Delphi survey approach

Since a study of this kind has not been conducted in the past, the identification of issues relating to the Australian management consulting industry is important. The study seeks to identify those issues by obtaining data from members of the Institute of Management Consultants Australia (IMC) as a primary source. In this preliminary context case study, the main source of evidence is interviews of the IMC Chapter Presidents and Secretariat. In the planned, subsequent Delphi study, data will derive from a survey of the membership.

Transformation of Management Consulting

| Consulting Firm | Acquired By | Share | When |
|--------------------------|---------------------|-------|----------|
| Ernst & Young Consulting | Cap Gemini | 100% | May 2000 |
| KPMG Consulting | Cisco | 20% | Feb 2001 |
| PwC Consulting | IBM Global Services | 100% | Sep 2002 |
| AT Kearney | EDS | 100% | 1995 |

Table 1: Consulting Groups Purchased by IT Firms (James 2002)

The management consulting industry is in a state of transition worldwide, the collapse of Enron in late 2001 being a significant catalyst. Citizen, Legal, Business and Government concern with perceived conflict-of-interest for the large accounting firms, which supplied both auditing services and management consulting services, has promoted major restructuring (Bailey 2002). The large international accounting firms that dominated management consulting since the 1980s, have set about creating separate legal entities of their

consulting arms. This restructuring coincides with a period when management consulting services have been increasingly tied to effective use of information technology in business. Hence, as international accounting firms sought to divest their management consulting operations, global proprietorship has progressively moved from the large accounting firms to large IT firms. Table 1 lists examples of IT firms acquiring management consulting groups (James 2002).

The Institute of Management Consultants (Australia)

These various changes, along with increasing globalisation, have substantively impacted the practice of management consulting in Australia as well as worldwide. In Australia, the principal professional society for management consultants is the Institute of Management Consultants (IMC). In seeking to provide relevant services to its members, IMC is eager to identify those major issues facing its membership, in light of the significant recent changes to the profession.

IMC was founded in 1969. Currently, it has Chapters in each Australian state and territory, apart from the Northern Territory. IMC's one thousand plus members across the seven chapters consist predominantly of sole proprietors and members of firms employing fewer than seven consultants - few IMC members work in large consulting firms. IMC is a member institute of the International Council of Management Consulting Institutes (ICMCI) who represent 36 management consulting institutes worldwide and over 18,000 members (*The International Council of Management Consulting Institutes* 2002) (note that the profile of membership to these institutes varies by country with some having a greater representation from the larger firms).

While it was felt that the management consulting literature would provide a useful starting point for evaluating evidence gathered from the IMC membership, it was recognised that the perceptions of IMC members might not coincide with those of management consultants abroad. Management consulting in Australia has had an altogether different beginning from its counterpart in the United States for example (Wright 2000). In the United States, management consulting was established in the late 19th century, whereas in Australia, management consulting did not find its beginning until the post-Second World War economic boom. Obstacles to early development of the profession in Australia related to the immature state of Australian secondary industry, the small scale of the domestic market, and geographical isolation. Furthermore, the predominance of SMEs in IMC too was expected to have some influence on findings.

Definition of Management Consulting

Academics and professionals have struggled to succinctly define management consulting. The profession is constantly evolving and, so does its definition. The authors propose the following as a contemporary definition of management consulting:

A service, by an individual or firm, involving collaborative effort between client managers and consultant, to recognise and take advantage of new opportunities by transferring and improving knowledge, in order to achieve the client organisation's goals.

THE RESEARCH METHOD

Case Study

The case study is well accepted (Benbasat et al 1987) as an effective research method for the exploratory phase of an investigation. The case study's main advantage in exploratory research is its capacity to provide rich data drawn from real-life. In this study of major issues in management consulting in Australia, the case study method is well suited to the task of providing contextual understanding. It provides a means of gaining understanding of IMC, as well as allowing the researchers to gain useful preliminary insights to inform development of the survey instrument to be used in the Delphi study.

The use of a case study as a forerunner to a survey is recognised as an effective research approach (Gable 1994). By using the two methods in partnership with each other, the strengths of each can be attained while their shortcomings are reduced. In this instance, the case study method provides the mechanism for a richness of understanding of the domain of interest that can complement, and inform, the specificity and detail from a survey.

The case study approach used conforms substantially to that advocated by Yin (1994) in that data gathering is guided by a pre-prepared case study protocol. The approach deviates from that recommended by Yin, in that the protocol is not based in a theoretical framework, as such. Nor, though, does the approach rely on a "grounded theory" approach (Glaser and Strauss 1967). Instead, the protocol, a precursor to data gathering, is derived from the existing literature on management consulting issues. The protocol outlines major issues for management

consultants according to the literature, demographic factors to be considered, provisions to strengthen the validity and reliability of the study, the methods of data collection to be used, specific people to be interviewed, and questions to be used to guide all interviews. Not only is the protocol useful in providing focus for the case study but it contributes to the reliability of the study; there is sufficient detail in the protocol for the study to be readily repeated.

Unit of Analysis

The unit of analysis for this study is the management consulting industry in Australia. Data is gathered from the perspectives of the Institute of Management Consultants Chapter Presidents of Queensland, New South Wales, Victoria, Tasmania, South Australia and the Australian Capital Territory, and from the Manager of the IMC National Secretariat. The Institute of Management Consultants in Australian, hereafter simply referred to as IMC, is the principal recognised professional body for management consultants in Australia. The IMC Executive speaks on behalf of the IMC members and, as such, is a good source of insights to assist in identifying a preliminary set of issues associated with the management consulting industry.

Methods of Data Collection

While the interviews focused on the questions documented in the case study protocol, the format of each interview was sufficiently open to permit the collection of data unanticipated by the interviewer. With the permission of the interviewee, each interview was audio-recorded. After the interview, a hard-copy summary of the interview was prepared by the interviewer and sent to the interviewee for review and possible correction. Other forms of data collection, involved the inspection and collection of Institute documents, and were used to complement the interviews and to provide a basis for some triangulation of evidence.

DATA FROM THE STUDY

Based on the seven interviews, as confirmed by each of the interviewees, a list of issues was assembled. In most instances, the issues were nominated by the interviewees. With other issues, interviewees had raised points of clarification or expansion that were felt by the interviewer to be possible additional issues and were acknowledged as such by the interviewees. The researchers conferred to rationalise issues where interviewees had nominated issues that could be construed as the different wording of a common issue. Table 2 shows the rationalised list of issues resulting from the interviews, the interviewee/s to whom they are attributable, the number of times each was cited and sample literature pertaining to each issue.

| Citations | | | | | | | | Issue Category / Description | | Sample Literature |
|--|-----|-----|-----|-----|-----|----|----|------------------------------|--|---|
| Sec | VIC | QLD | NSW | ACT | TAS | SA | # | T10 | | |
| Changing Client Environment | | | | | | | | | | |
| X | | X | X | X | | X | 5 | Y | Opportunities for Small Niche consultancies | Schmerken (2002) |
| X | X | | | | X | X | 5 | Y | Government intervention in business | Walters (2003), Stensholt (2003), Gome (2001) |
| X | | | X | | X | X | 4 | Y | Economic Conditions – a decline in MC Work | Trinca (2002a), (2002b) |
| | X | | X | | | | 2 | | Risks from management fads | Fox (2002) |
| X | | | X | | | | 2 | | Little Lasting Impact on MCs of E-Business Boom | Czerniawski (2002a, 2002b) |
| | X | | | | | | 1 | | Need for MC firms to globalise their businesses | Pereira (2001), Price (2002) |
| | | | | | | X | 1 | | Competition from A/C & Legal Firms and academics | |
| Changing Consultant Environment | | | | | | | | | | |
| X | X | X | X | | | X | 5 | Y | Need for the consultant to retrain in new skills | McMann & Hordes (2000), Head (2002) |
| | X | | | | X | X | 3 | Y | Need for a More Rounded Consulting Professional | Morrison (2002), Trinca (2002c) |
| X | | X | | X | | | 3 | Y | Trends to loose alliances of MCs | Kanter (1994) |
| | | X | | | | X | 2 | | Tendency for MC home offices | English (2003) |
| | X | | | | | X | 2 | | Demand for Process Experts across Industry Sectors | |
| | X | | | | | | 1 | | Changes in the Work Ethic amongst Employees | Trinca (2003) |
| | | X | | | | | 1 | | Need for MC to Have Strong Marketing Skills | Bergholz & Nickols (2001, 2002a, 2002b) |
| Client-Consultant Relationship | | | | | | | | | | |
| X | | X | X | X | X | X | 6 | Y | Importance of the Client-Consultant Relationship | Czerniawski (2002a), Gable (1996), Bergholz & Nickols (2001, 2002a, 2002b), Lipsey (2002), Fincham (1999) |
| X | | X | X | X | X | X | 6 | Y | Change in Client Expectations of Consultants | Trinca (2002a), Werr & Linnarson (2002), Schein, (1990) |
| | X | X | X | | | | 3 | Y | Emphasis on Transfer of Skills and Knowledge | Werr & Linnarsson (2002), Semadeni (2001), Trinca (2002c), Morrison (2002) |
| | | X | | X | | X | 3 | Y | Damage to MC reputation from low-fee consultants | |
| X | | X | | | | | 2 | | Virtual Organisation | Buffini (2001), Weisenfeld et al. (2001) |
| | | X | | | | | 1 | | MC's Qualifications Less Important than reputations | Pereira (2001), Page (1998) |
| | | | | | | X | 1 | | Inefficiency and Harm of Tendering Process | |
| 9 | 8 | 11 | 8 | 6 | 5 | 12 | 59 | | Notes: MC=management consultant T10=top10 Sec=Secretariate | |

Table 2: Issues that Emerged from the Case Study Data

ANALYSIS OF THE DATA

In the first instance, an attempt was made to group the individual issues into meaningful and useful categories. In situations where there is relevant existing theory, a top-down approach can be used to categorise the issues (Chang and Gable 2000). However, in this instance, there was no theory framework to guide a top-down approach; thus a bottom-up approach was used. The researchers reached consensus on three categories of issues to encompass the twenty-one individual issues identified. The results of this process of categorising the issues are shown in Table 2 and again in Figure 1 it can be seen that issues have been grouped into three categories: Issues relating to The Changing Client Environment; Issues to do with the Client-Consultant Relationship; and Issues peculiar to The Changing Consultant Environment. These three categories appear to reflect well the powerful forces of change that have impacted on management consultant and their clients over the past two years.

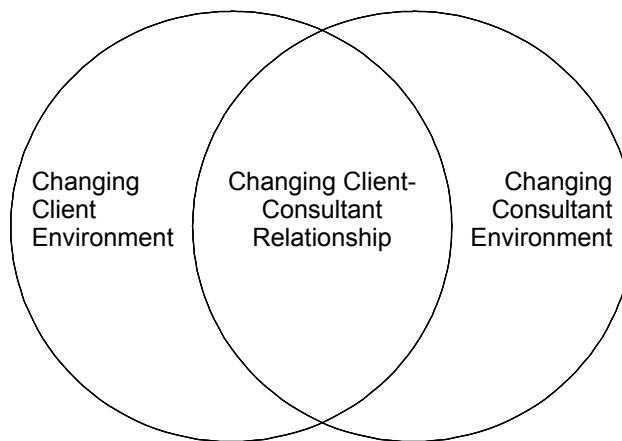


Figure 1: Three Categories of Issues

The Changing Client Environment

Interviewees identified changes in client perceptions of the large corporate consulting firms as the basis of new opportunities for small, niche consultancies; where clients may previously have relied more heavily on the services of the large international consultancies, corporate scandals had made small, specialist local consultancies more appealing. Similarly, Government intervention into business, particularly in relation to business governance, is seen as an issue for Australian consultants in that it demands of all businesses a higher level of accountability and a consequent reworking of policies and processes relating to governance; a consequence is an increased demand for suitably skilled management consultants to advise on and support these changes. Yet, for many consultants, an issue arising from the economic slow-down over the past two years has been an overall decline in available management consulting work.

Consultants are wary of the impact on their clients of what the consultants depict as changing fads in management; one Chapter President points out that every year there seems to be some new focus in management, whether it is Quality or Corporate Planning or Performance Indicators, and so the demand for consultancy skills fluctuates, whereas these concepts “all really need to be integrated into the organisation” holistically. While perceived management fads are an issue for consultants, the e-commerce boom is similarly seen to have initially generated a large demand for new consultancy skills, yet is viewed as having reached a stage where there is no longer a large demand for these as specialist skills; instead, interviewees depict e-commerce as now just “part and parcel of doing business”, so some knowledge of it is a routine requirement for all management consultants.

One interviewee identifies as a current issue the adverse impact of what he referred to as “part-time management consultants”. In particular, he singles out Accounting and Legal firms who use proprietary methodology packages to be able to address specific management consulting tasks, such as Business Process Re-engineering, as an adjunct to their mainstream services. Similarly, he comments on the adverse impact on management consultants of academics carrying out consulting activities. His complaint is that these competitors enjoy higher status with prospective clients, because of their university connection, and have lower overheads than full-time consultants.

The Changing Consultant Environment

The interviewees identify a large range of issues that can be seen to pertain to changes to the consulting environment that are in keeping with recent worldwide trends. The need for consultants to retrain in new skills is an issue seen as a response to changed client expectations, changes in business priorities, and increased competition among management consultants. As a corollary to this issue, some interviewees identify as an issue a need for management consultants to become “more rounded” in the sense of developing a range of consulting skills rather than relying too heavily on a limited range of specialist skills. As the Victorian Chapter president observes, “the modern consultant needs to have some strong specialist skills supported by a broad range of business skills, like an inverted T”. The same interviewee believes also that, in current times, management consultants in Australia need to globalise to extend their opportunities. As a mechanism for consultants to offer the large range of skills felt necessary in the current business environments, several interviewees point to the importance of smaller consultancies forming loose alliances with each other to be able to offer complementary services to prospective clients requiring a larger skill set than possessed by an individual consultancy. Allied to this issue is one raised by the Queensland President, that every consultancy needs access to strong marketing skills. He argues that, particularly in the current consulting environment, there are dangers for consultancies that become absorbed in providing their skills to existing clients without ongoing attention to marketing these skills to new clients.

While a number of interviewees point to risks in management consultants over-specialising, the South Australian president suggests that management consultants need to be alert to a trend for “process specialisation” in Australia in place of industry specialisation. The issue, he says, is that a consultant with good skills in, say, inventory management is better placed to offer these skills across industry sectors rather than concentrating on a single industry sector; he argues that clients now perceive that engaging the same consultant across competitors in a sector, encourages an inward-looking approach within that sector.

The tendency for many Australian management consultancies to operate from home offices is identified as an issue. The interviewees who raise this as an issue suggest that neither clients nor consultants are self-conscious about home offices in a way that was common ten years earlier. The disadvantages of home offices were felt to be offset by a number of factors: the improved, and often portable, office and communication facilities now available for small consultancies, the savings in office overheads in not needing expensive premises, and the increasing amount of consulting business being conducted away from the office, across Australia and overseas.

An unanticipated issue for management consultants identified by one interviewee is a perceived change in the work ethic amongst Australian workers. The argument is that the current business environment, with high turnover rates among employees, is not conducive to employees feeling strong personal commitment to their employers. A consequence for management consultants is that they need to take account of these changed worker attitudes in helping clients with their business plans and processes.

The Changing Client Consultant Relationship

The issues relating to the Client-Consultant Relationship, though sometimes longstanding, are cited by respondents as having new potency because of the major recent corporate scandals in Australia and America. More than ever before, consultants are aware of the need to establish and maintain personal trusting relationships between themselves and significant individuals in client firms. Consistent with this, the Queensland President of IMC suggests that “a consultant’s reputation is now more important than their academic qualifications”. An emphasis on the effective transfer of skills and knowledge, from the consultant to the management and staff of the client organisation is seen as a vital part of the relationship (Morrison 2002). In pointing to the importance of this issue, one respondent comments, “the ‘Investigate and Report’ model of management consulting has been replaced by a model that emphasizes skills and knowledge transfer”.

In this environment where reputation is so important, respondents identify as an issue the potential damage to the overall reputation of management consultants caused by the operations of some members of the profession who charge substantially lower fees. The perception expressed is that within this low-fee group of consultants are some who “claim to be able to do anything” yet who deliver sub-professional services.

The South Australian Chapter President identifies as a significant current issue the requirement by some clients that management consultants respond by tender to win the right to deliver consulting services. He argues that the process of tendering is damaging to client-consultant relationships because of the perceived unreasonable demands on the consultants; apart from the large demands on time in preparing tender responses, consultants believe that they are unreasonably required to divulge valuable intellectual property, in relation to techniques that they propose for projects that may ultimately be awarded to competitors or be undertaken in-house.

It is anticipated that the planned follow-up survey of IMC members will reveal far more issues and a consequent need for revised categories of issues.

Matching Issues from Data Gathering against the Issues from the Literature

The purpose of the study is exploration. Since management consulting issues have seen little research, there is a dearth of immediately relevant theory to apply in analysing the data gathered. While looking to the specifics of the data observed, it was also planned to evaluate the observed data relative to the existing literature on the topic. The criteria used to analyse the data in this way relate to: Consistency of the data gathered with the relevant literature; identification of issues present in the data but not present within the literature; and the identification of issues present in the literature but not present within the data.

FINDINGS

Issues Consistent with the Literature

Although the history of management consulting in Australia has many differences from that of other western countries, and although the demographics of the IMC membership appear quite different from those of (overseas) management consulting firms commonly referred to in the management consulting literature, the majority of issues gathered from the study data are consistent with those in contemporary management consulting literature. However, with others, although the issues are outwardly common, the data demands a reappraisal of the issue as treated in the literature. For instance, the importance of Knowledge Management (KM) as an issue for management consultants is well recognised in the literature and emerges from the context case study as an issue for IMC members as well; yet the emphasis on KM for IMC members appears different from that in the literature. While the data gathered suggests IMC members are attuned to the importance of transferring to client organisations the necessary knowledge for the client to function more effectively and independently, the data does not reveal an emphasis on procedures within the management consulting firms to conserve and share professional knowledge. By contrast, the literature points to knowledge management within the management consulting firm as an issue of prime concern (Semadeni 2001), often incorporating the use of software like Lotus Notes and MS Exchange (Pereira 2001). Preliminary analysis suggests that the different emphasis is likely a result of the small-firm emphasis in IMC membership compared with a large-firm emphasis in the literature.

Again, while the literature refers to a useful role for collaboration among service providers (Kanter 1996), the issue of establishing loose alliances among management consulting firms, as revealed in the data, here connotes a very specific response to changing circumstances. It would appear that these alliances have taken on greater importance in the wake of the Enron collapse and subsequent restructuring of the multinational management consulting groups. Not only do the alliances allow the cooperating firms to share knowledge bases in tackling new projects, they permit small consultancies to capitalise on low overheads and a new preference for clients to deal with known individuals rather than “anonymous employees”.

The importance of Client-Consultant Relationships as an issue also takes on a different emphasis in the data from this study. In this study, the importance of establishing a personal relationship between the principal of the consultancy and the client is identified as vital for competitive advantage of small consulting firms. In the literature (Fincham 1999), the emphasis is much more on relationships at a corporate level, again reflective of the emphasis in the literature on larger consultancy firms.

The Virtual Organisation as an issue takes on a different connotation for small management consultancy firms, such as those represented in the IMC membership, compared with its meaning for large consultancies. As represented in the data, the concept of the virtual organisation represents both an opportunity and a threat. The Internet allows consultants to dispense advice and provide expertise online, commonly referred to as ‘virtual consulting’ (Pereira 2001). This provides small consultancies with the possibility of keeping overheads low in dealing with small, uncomplicated consulting engagements. On the other hand, ‘virtual consulting’ facilitates the provision of services from countries that can provide expertise at a much lower rate, potentially undercutting Australian management consulting firms. Large firms can be seen to be using virtual consulting approaches to complement their other services, at lower cost. Ernst and Young, for instance, provide an online advisory service for their clients, which includes such services as news, alerts and analysis, a reference library, online diagnostic tools, a secure web space for online collaboration and links to other web resources (Ernst and Young Online 2002).

Issues Emerging from the Data but not in the Literature

An issue to emerge from the data that does not appear to have been given prominence in the literature is the level of competition faced by professional management consultants from a range of “part-time” management consultants. Interviewees pointed to accountancy and legal firms acquiring process management packages to enable them to offer some management consulting services as an extension of their specialist services. Pringle (1998) does make reference to potential negative impact of proprietary packaged tools although the implications for competition from part-time users of packaged approaches are not examined. The South Australian President was also concerned at competition from university academics who, he felt, had the advantage of higher status and lower overheads. Although a literary source was found (Ormerod 1996) that discusses the benefits of academics providing management consulting services to the public, it does not explore any negative impacts on management consulting professionals.

The negative impact of low-fee practitioners is identified in the data as an issue affecting members of IMC. Interviewees comment that these low-fee practitioners harm the reputation of small to medium sized consultancies. As much of the literature places emphasis on large consulting firms, it is not surprising that this issue, considered important by members of IMC, has received no attention in the literature.

Another issue from the data, the detrimental impact that the tendering process has on practising management consultants, is not prominent in the management consulting literature. The prime concern related to potential loss of intellectual property in being obliged to divulge in tender responses, methodologies, approaches and solutions for the project. The main negative aspects of this are in the probability that a tender response will be unsuccessful yet the recipients will have obtained valuable intellectual property.

Interviewees identify a shift in demand from industry expertise to process expertise as an important issue. This is in conflict with a 1998 article on client selection processes for choosing consultants in Australia and New Zealand (Page 1998). Page asserts that, in fact, clients prefer industry specialists rather than process specialists. Recognising that that Page’s article is almost five years old, it may be the case that its conclusions are no longer an accurate reflection of the state of the management consulting industry in Australia.

Identification of these issues that do not appear in the literature has consequences for the follow-up study. It will be important for the Delphi study to examine whether these issues from the context study are widespread among management consultants.

Issues Prominent in the Literature but not Present in the Data

Recent corporate collapses and the perceived conflict of interest within large accounting firms has emerged as an important issue in both the data and the literature on management consulting. However, the data from the context case study does not show possible conflict of interest within IT firms now with management consultancy arms as an issue for Australian management consultants. The literature, however, points to the issue that consultants might be predisposed to recommend products or services from their parent IT company in the solution they provide to clients (James 2002). It is possible that the IMC Executive did not perceive this issue as important because the majority of their members belong to small firms. However, it will be of interest to see whether the broad membership of IMC have a different view on this.

OVERALL CONCLUSIONS FROM THE STUDY

The study has provided insight into the major issues impacting management consultants practising in Australia. In comparing data gathered from the executive members of IMC with contemporary management consulting literature, the researchers have discovered a dearth of literature specific to management consulting in Australia and in particular to small to medium enterprises. Data from this context study reveals issues not detected in the management consulting literature. Significant and perhaps perennial issues affecting the SME sector of the Australian management consulting industry such as the drain on time and resources of the tendering process, in addition to the potential loss of intellectual property resulting from the tendering process, have failed to appear as an issue in the prominent literature. Furthermore, the impact that part-time and unqualified management consultants have on smaller practising full-time consultants has not been identified as an issue in the prominent literature.

This suggests a need for the issues affecting this sector of the Australian management consulting industry to be further explored.

IMPLICATIONS FOR RESEARCH AND PRACTICE

This context case study will provide a valuable base for a survey to establish issues for management consultants in Australia. Although the study is both preliminary and exploratory, its findings ought to be of interest both to the management consulting profession and to researchers.

For Information Systems researchers, the potential benefits of this study lie in the contextual insights provided into a little researched area at a time of reorientation of the management consulting profession, with its international domination by IT firms. Where management consulting research in the past had been largely the preserve of Business researchers, this new emphasis on the links between IT and management consulting demands a greater future involvement by IS researchers. Furthermore, it is apparent that management consulting in Australia has characteristics that suggest differences in priorities of issues, differences that warrant independent investigation and reporting.

For the Executive and Secretariat of the Australian Institute of Management Consultants, the study provides a consolidation of their views on the major issues confronting the profession in Australia at this time of major change for the industry. The study suggests that many of the issues identified match issues described in the literature. This literature identifies mechanisms for dealing with these issues and the nature of threats and opportunities associated with the issues. The study also reveals for this group both areas where issues have different emphasis in the IMC domain, compared with those in the literature, and areas where there are clear mismatches between the issues identified and those described in the literature. With each of the issues where there is variance between the data gathered and the literature, there is opportunity for IMC Executive and Secretariat to look to exploit differences that are perceived to be advantaging its members, such as establishment of loose alliances amongst member firms. Similarly, where it may be the case that issues are not receiving the emphasis that they may warrant, as, perhaps, in the establishment of formal procedures for knowledge management within local management consulting firms, the IMC Executive and Secretariat may choose to direct professional development programs to address these deficiencies.

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