

M U N I

Manažerské poradenství

Přednáška: Management poradenské organizace

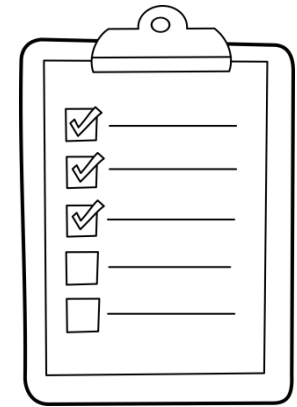
Manažerské poradenství

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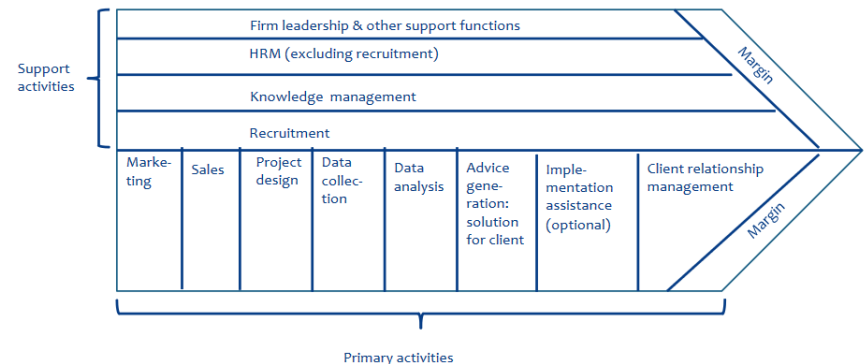
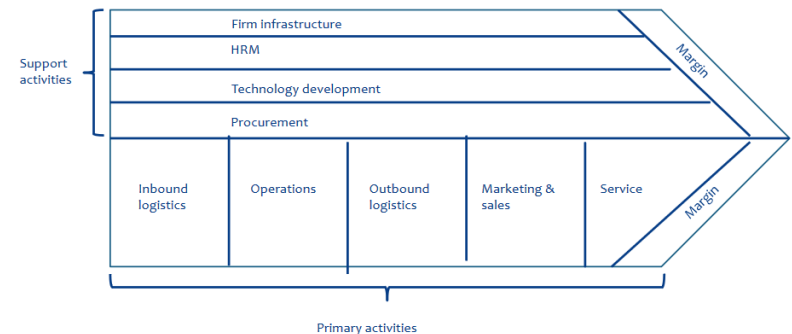
Obsah přednášky

- Hodnotový řetězec poradenské firmy
- Případová studie outsourcing
- Business model poradenské organizace
- Případová studie Business model



Hodnotový řetězec poradenské organizace

- **Prodej** předchází výkonu
- **Produkce** služeb namísto fyzického produktu
- V **distribuci** - chybí vstupní a výstupní logistika
- **R&D** o znalostech nikoliv o fyzickém produktu
- Recruitment nahrazuje **nakupování**, nákup jako takový malá role



Činnosti poradenské organizace

Primární činnosti

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

MKTG	SALES	PROJECT DESIGN	DATA COLLECTION	DATA ANALYSIS	ADVICE GENERATION	IMPLEMENTATION	CRM
TARGET AUDIENCE	SELLING TO EXISTING CLIENTS	PLANNING ACTIVITY AND APPROACH	DESK AND FIELD RESEARCH	ORGANIZING THE DATA	ANALYSIS AND CREATIVITY	ASSISTING CLIENTS MGMT	PROJECT EVALUATION
MKTG TECHNIQUES (networking; communicating; ads & promotion)	APPROACHING PROSPECTIVE CLIENTS	RESOURCES		ANALYSING RELATIONSHIPS	TAKING CARE OF THE UNCERTAINTY		CHECKING RESULTS
	MEETING THE PROSPECTIVE CLIENT			PREDICTING THE FUTURE			FOLLOW-UP VISITS
				CHECKING ANALYSIS QUALITY			

Činnosti poradenské organizace

Podpůrné činnosti

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

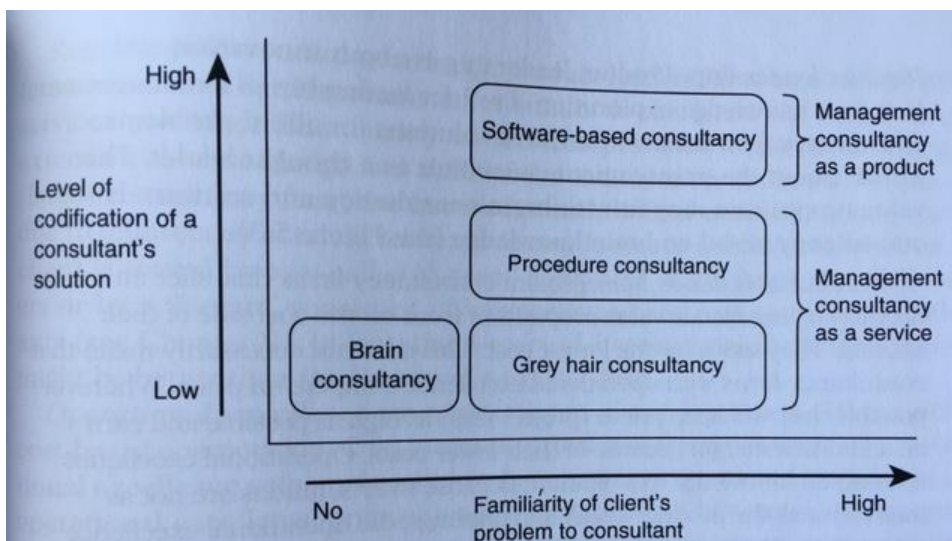
RECRUITING	KNOWLEDGE MGMT	HR MGMT	OTHER SUPPORT ACTIVITIES
MKTG & SCREENING	CODIFICATION STRATEGY	DEVELOPING TALENT	MANAGING ICT, LEGAL, GRAPHICS, LEADERSHIP FUNCTIONS
INTERVIEWING	PERSONALIZATION STRATEGY	EVALUATING PERFORMANCES	
	EXPLORING KNOWLEDGE (from client projects or internal studies)	MANAGING THE ALUMNI NETWORK	
	STORING AND DISTRIBUTING KNOWLEDGE		

Konkurenční strategie poradenské organizace

Hodnota pro klienta (Client value proposition)

Strategie

- Brain consultancy
 - Software-based consultancy
 - Procedure consultancy
 - Grey hair consultancy
- Inovativní řešení (product leadership)
 - Nízké náklady řešení (operational excellence)
 - Úzký vztah mezi klientem a poradcem (client intimacy)

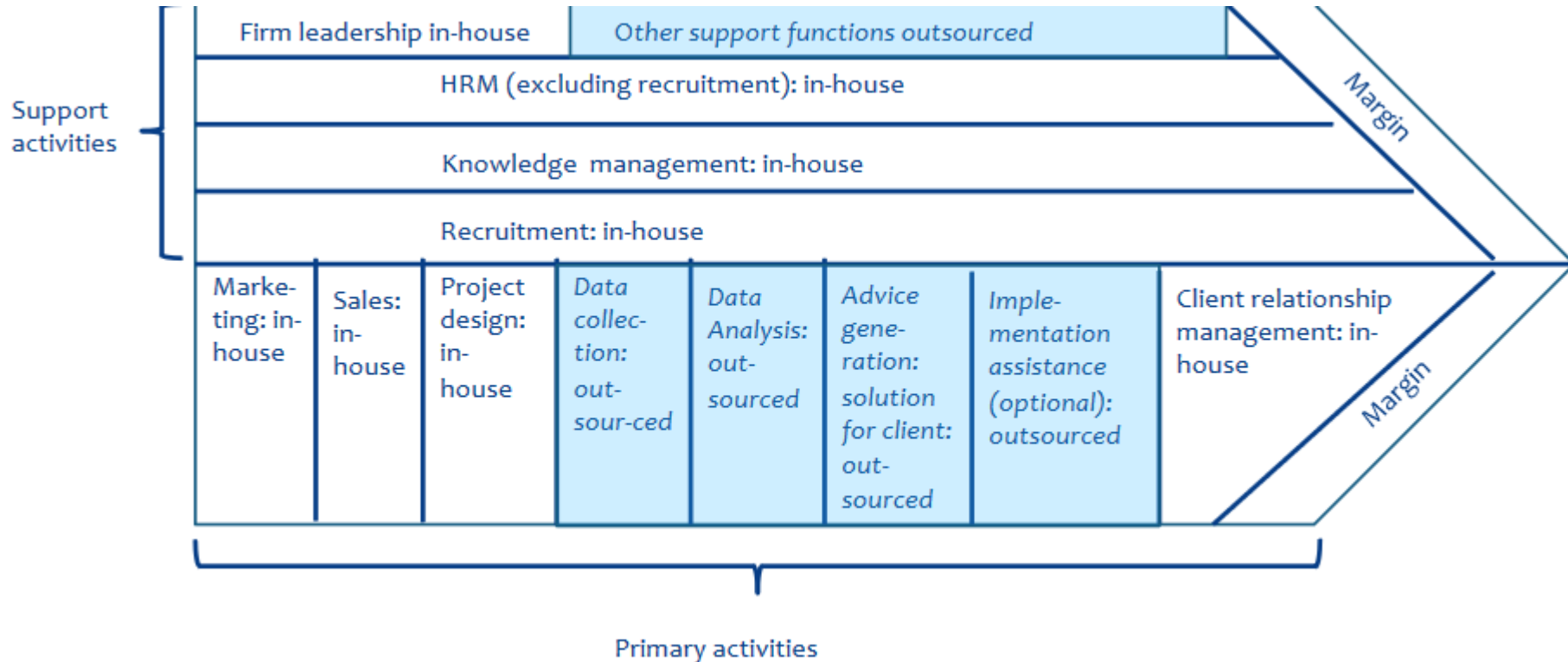


COMPETITIVE ADVANTAGE	COST LEADERSHIP	DIFFERENTIATION	
Customer value proposition	Operational excellence	Customer intimacy	Product leadership (Thought leadership)
Most relevant primary value activities	Efficiency of: <ul style="list-style-type: none"> • project design • data collection • data analysis • advice generation • implementation 	<ul style="list-style-type: none"> • marketing • sales • customer relationship management 	Creativity of: <ul style="list-style-type: none"> • project design • data collection • data analysis • advice generation • implementation
Most relevant support activities	Knowledge management: re-using codified knowledge	Knowledge management: re-using tacit knowledge	Recruitment of creative talent

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?

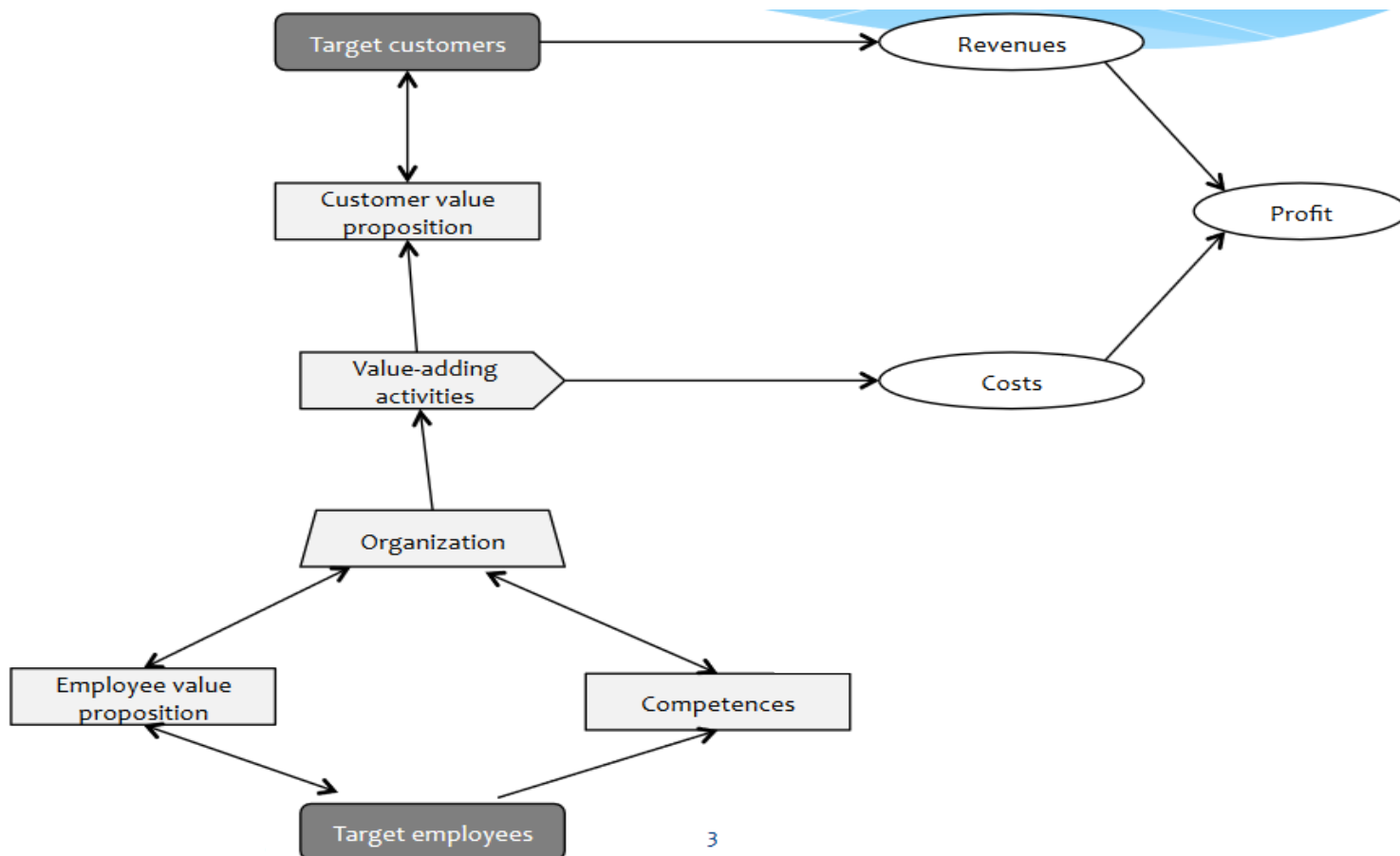
Outsourcing



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*, [Alexander Osterwalder](#), [Yves Pigneur](#), 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



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
- Infrastructure - core competencies, people
- Financial viability

The Really Big Idea Sketch Pad v2.

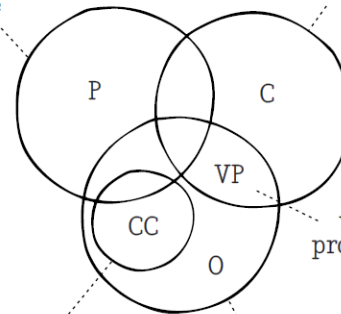
These are the parameters to change when creating or refining a venture or project idea. Think of it as sketching your idea.

name of this idea: _____

Who are the people involved in starting this venture?

people

customer



What relevant experience do they bring to the table?

What specific knowledge do they bring to the table?

directions

1. Write the answers to each question on Post-It Notes.
2. Put them on the sketchpad in the marked areas, e.g.
3. If you don't have enough room, then simplify.
4. Assess your idea using the "really big idea critique pad".
5. Repeat and replace Post-Its liberally.

core competency

Do you have any core, differentiating competencies, such as a technology or science?

offering

What type of offering is envisioned? I.e. commodity, good, service, or experience?

Name and describe it...

Sketch it or otherwise help people visualize it ...

Who is the user or beneficiary?

How does the user use your offering?

Who is the economic buyer or decision maker?

How many buyers are there?

Why is the offering important to the user?

Why is the offering important to the buyer?

the innographer

To download and print copies of this sketch pad, visit: www.theinnographer.com/toolkit/really-big-ideas

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The business model canvas









The Business Model Canvas

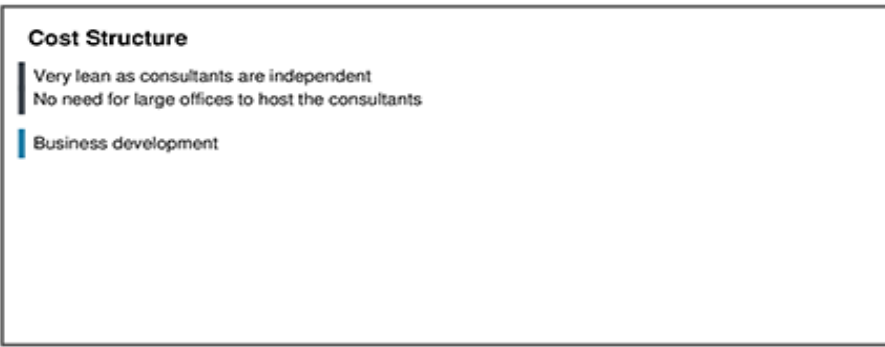
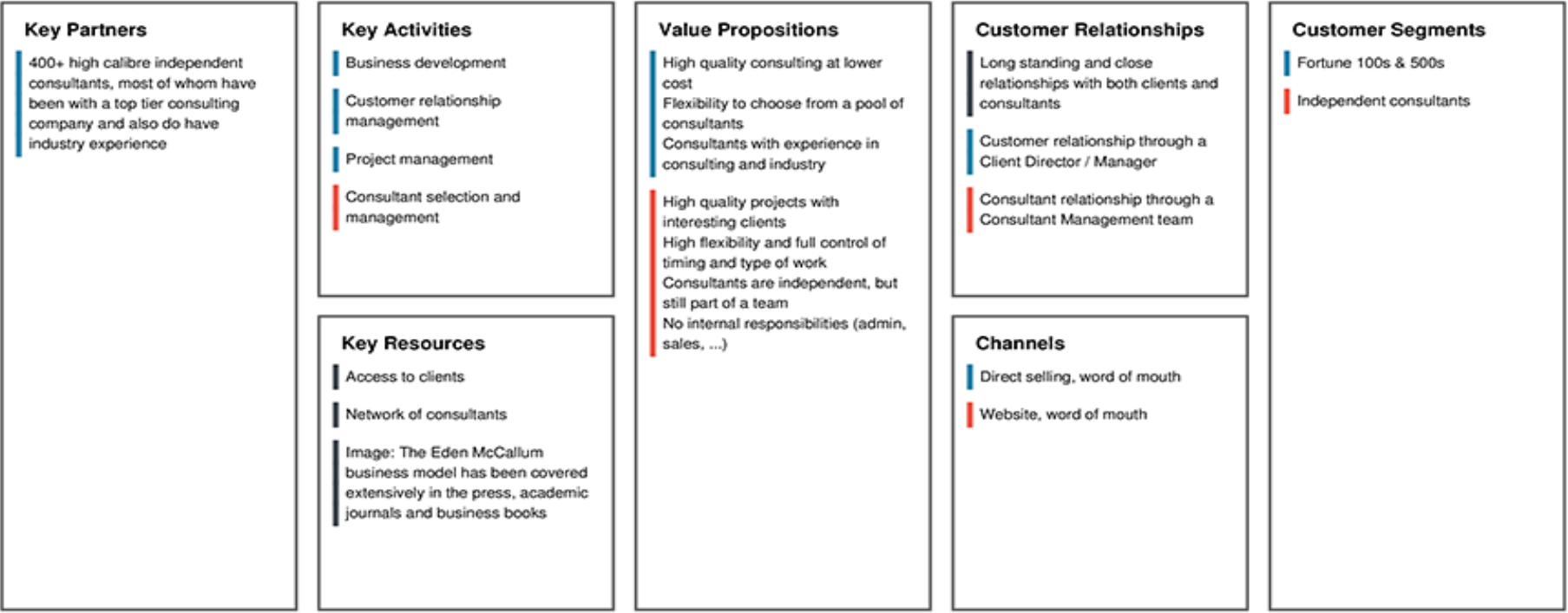
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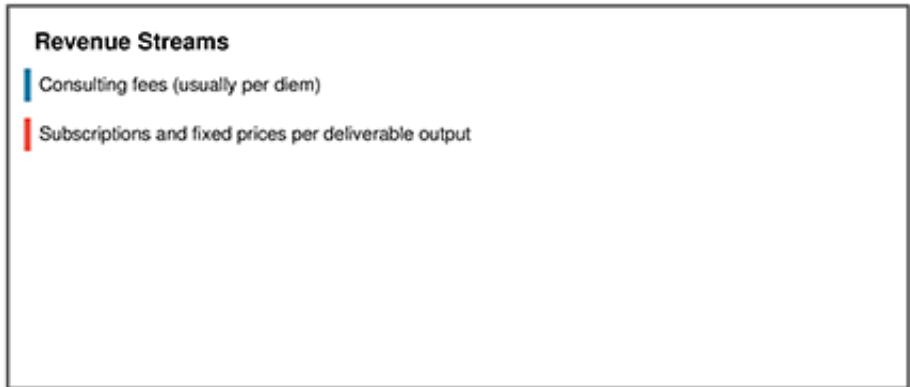
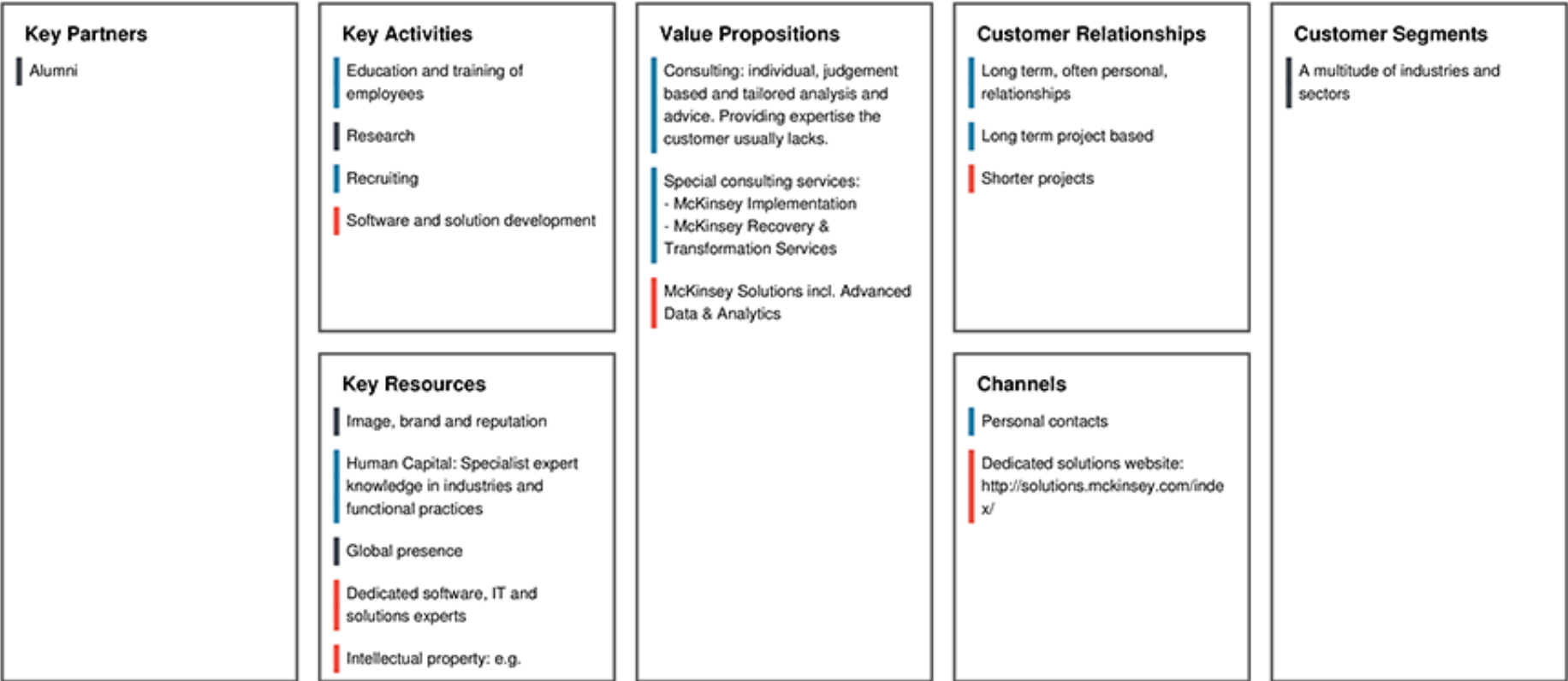
Iterations ¹⁰

<h3>Key Partners</h3>  <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? motivations for partnerships: Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities</p>	<h3>Key Activities</h3>  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams? categories Production Problem Solving Platform/Network</p>	<h3>Value Propositions</h3>  <p>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 Cost Reduction Risk Reduction Accessibility Convenience/Usability</p>	<h3>Customer Relationships</h3>  <p>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</p>	<h3>Customer Segments</h3>  <p>How are they integrated with the rest of our business model? How costly are they? Mass Market Niche Market Segmented Diversified Multi-sided Platform</p>
<h3>Cost Structure</h3> <p>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 Economies of scale Economies of scope</p> <p>04.12.2020</p>	<h3>Key Resources</h3>  <p>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</p>	<h3>Revenue Streams</h3>  <p>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? types: Asset sale fixed pricing dynamic pricing Usage fee List Price Negotiation(bargaining) Subscription Fees Product feature dependent Yield Management Lending/Renting/Leasing Customer segment dependent Real-time-Market Volume dependent Licensing Brokerage fees Advertising</p>	<h3>Channels</h3>  <p>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: 1. 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 specific products and services? 4. Delivery: How do we deliver a Value Proposition to customers? 5. After sales: How do we provide post-purchase customer support?</p>	



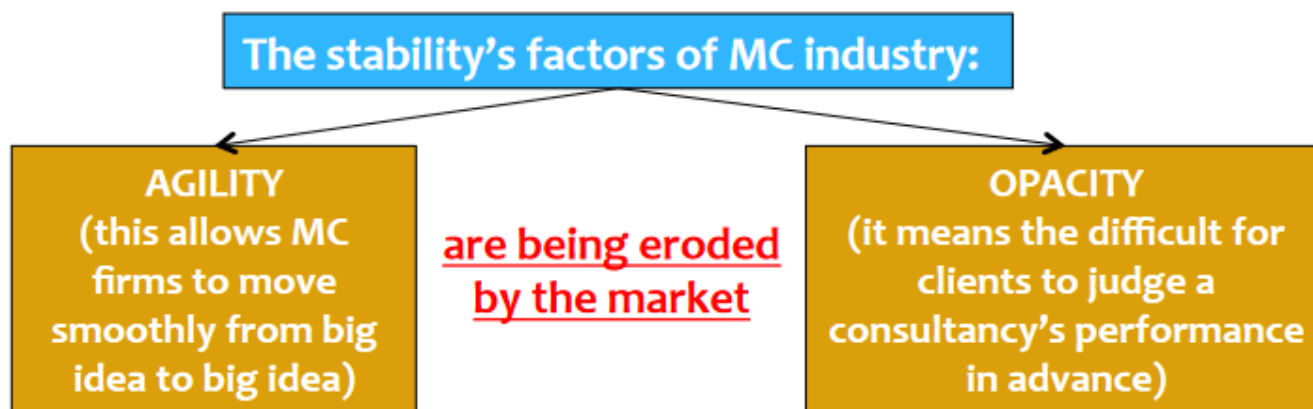
■ Relevant for Clients ■ Relevant for Consultants

Description by Business Model Gallery. Canvas by BusinessModelGeneration.com

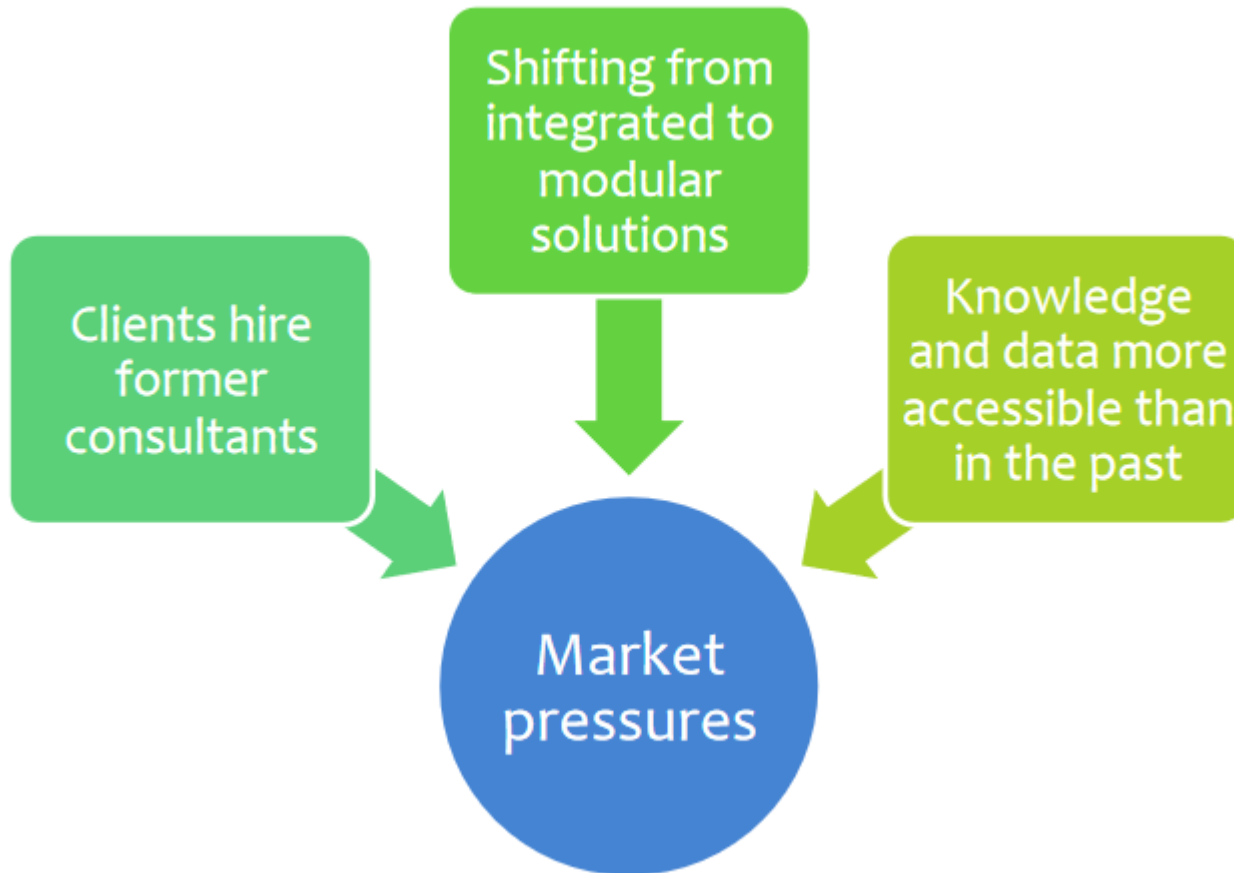


MC's fundamental **business model has not changed in more 100 years**. It has always involved sending smart outsiders into organizations for a finite period of time and asking them to recommend solutions for the most difficult problems confronting their clients.

Now, the **same forces** that disrupted so many businesses are starting to reshape the world of consulting. Early signs of this pattern in consulting industry include *increasingly sophisticated competitors* with **nontraditional business models** that are gaining acceptance. However, we are still early in the story of consulting's disruption.

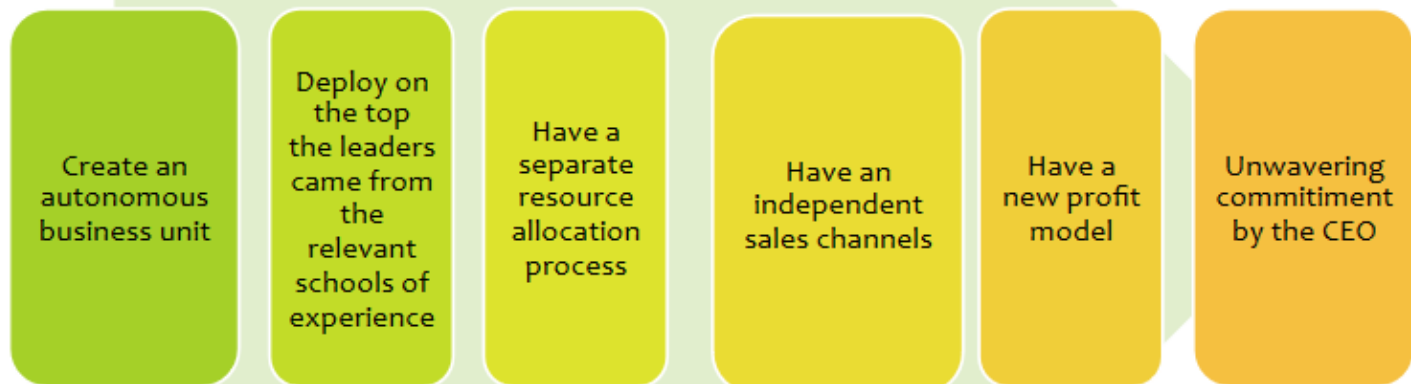


Tržní tlaky



Consulting on the Cusp of Disruption – A checklist for self-disruption

No challenge is more difficult for a market leader **facing disruption** than to turn and fight back to disrupt itself before an upstart competitor does. All was developed and acquired for its initial success become *sea anchors* when it attempts to change course. Let's explain **6 elements to success in self-disruption**:



Rozvoj nových business modelů

CONSULTING: THREE BUSINESS MODELS

The traditional solution-shop model is at risk of being disrupted by other models. Here are the main differences among them.

SOLUTION SHOP

- Structured to diagnose and solve problems whose scope is undefined
- Delivers value primarily through consultants' judgment rather than through repeatable processes
- Customers pay high prices in the form of fee-for-service

EXAMPLES
McKinsey, Bain, BCG, IDEO

VALUE-ADDED PROCESS BUSINESS

- Structured to address problems of defined scope with standard processes
- Processes are usually repeatable and controllable
- Customers pay for output only

EXAMPLES
Motista, Salesforce.com, McKinsey Solutions

Accenture, Deloitte (both moving toward solution shop)

FACILITATED NETWORK

- Structured to enable the exchange of products and services
- Customers pay fees to the network, which in turn pays the service provider

EXAMPLES
OpenIDEO, CEB, Gerson Lehrman Group, Eden McCallum, BTG

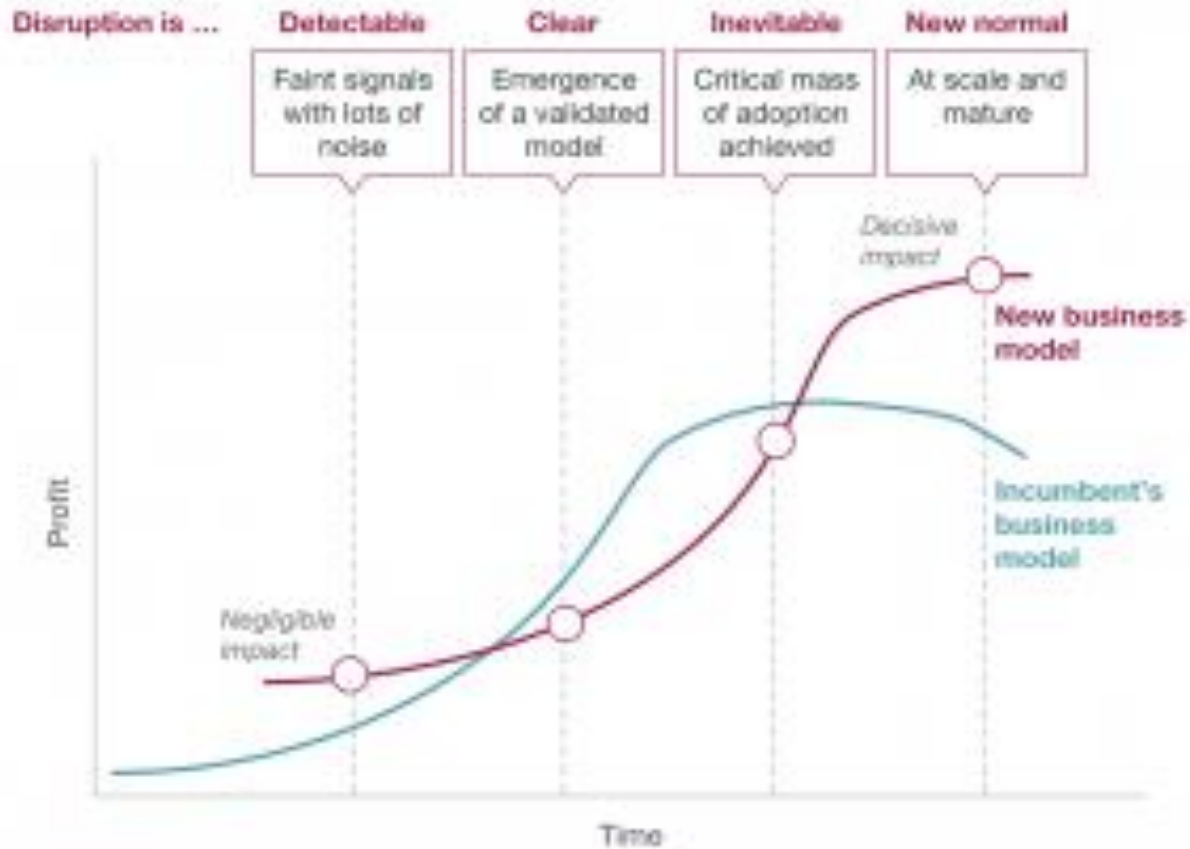
Co napomáhá „disrupci“ stávajících business modelů poradenství

- **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 napomáhá „disrupci“ 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.



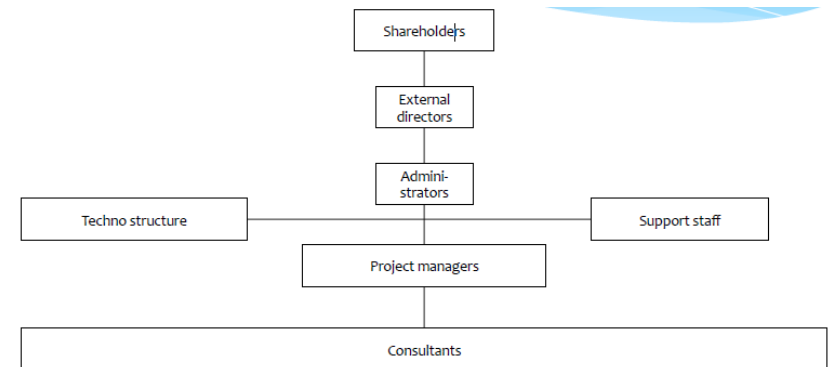
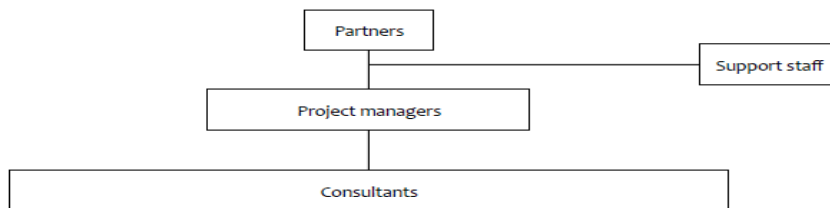
Incumbent's move	Acuity	Action	Acceleration	Adaptation
Common barrier	Myopia	Avoidance of pain	Inertia	Fit

McKinsey & Company

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/new2standart.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
 - lhůta, termín nebo jinak vymezený čas plnění smlouvy
 - cena