

Case Studies

Case studies illustrate approaches to selecting, managing and delivering consulting projects that are discussed throughout the book. These case studies depict actual situations involving both global and boutique consulting firms in Australia, Canada, China, Europe, Japan, Korea, Thailand, South Africa, and the United States. They are drawn from our experiences while assisting clients to select consulting firms, observing other consulting firms at client sites, experiences related by clients and colleagues, and our own assignments. The titles of the case studies provide a hint to the lesson being illustrated.

2.1: Using a Consultant in the Right Roles Yields Positive Results

5.1: What Is the Problem to Be Solved?

6.1: Relationship Marketing and Brand Trump Capability

6.2: Global Office Relationship Specifies Consultant Regardless of Capability

7.1: Underhanded Attempt to Change the Game

8.1: Understanding the Value of the Resource Mix

9.2: Keep Two Consulting Firms in the Running until the Contract Is Signed

10.1: A Bad Contract Can Drive a Project to Failure

11.1: Structuring a Multicountry Project to Build Capability

11.2: Client Structuring and Managing a Project to Success

13.1: Consulting Feeding Frenzy

13.2: Too Many Consultants Is Never a Good Thing

A1.1: Project Ignored Cultural Tendencies and Differences

A1.2: Foreign Country Assignment Challenges Destroy Value

A1.3: Revenue Pressures and Immature Capability Drive Project Failure