
Digitalisation: opportunities for innovation in consultancy

Rapporteur notes



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Thank you!

Thank you all for participating in the *Digitalisation: opportunities for innovation in consultancy* conference on 14-15 November 2018 in Cairo. It was a truly international gathering of over 200 participants from 31 countries. Whether as a participant, speaker, I had the pleasure of meeting and discussing with a great many of you, and for those that I did not have a chance to speak with directly, I hope the experience was as positive for you as it was for me.

Speakers from around the world brought their expertise to tackle the questions of digitalisation from a many angles. Over the course of the 11 plenary and breakout sessions, I feel we touched on many aspects of great relevance to the consulting industry, starting from the role digitalisation will play as one of the megatrends driving economic and social change and then delving deeper into different areas of challenge and opportunity for consultants in the future. The discussions in each session were lively, with contributions from a wide range of participants, and I hope providing food for thought for all of us.

Key points and takeaways from each session are summarised below.¹ The accompanying presentations are also available to conference participants.

Finally, this conference is part of the EBRD's work to partner with consultants to build their competencies, experience and network and thereby help them be an even stronger force to support the private sector. I would like to express our thanks for the financial support provided by the European Union, whose EU Initiative for Financial Inclusion funded this event, and which is a core donor to the EBRD's private sector development work across our regions.



Claudio Viezzoli
Managing Director, SME Finance & Development
European Bank for Reconstruction and Development (EBRD)



¹ This report has been drafted by the EBRD from notes taken within the sessions. The views expressed are those of the rapporteurs and not necessarily reflect the views of the EBRD, European Union or individual speakers. Comments or questions on this report can be sent to knowhowegypt@ebrd.com.

Agenda

Wednesday 14 November 2018

<i>Registration</i>		09:00-10:00
Opening welcomes		10:00-10:15
Plenary – Main Ballroom Consulting 4.0: a look at the world and the industry in 2025		10:15-11:45
<i>Coffee break</i>		11:45-12:15
Deep dive – Main Ballroom <i>Big data isn't just for big companies</i>	Deep dive – Breakout Room 1 <i>Digital changes everything: 12 lessons for leaders</i>	12:15-13:45
<i>Networking lunch - Garden</i>		13:45-15:00
Plenary – Main Ballroom Making digitalisation work for SMEs in emerging markets		15:00-15:10
Plenary – Main Ballroom You think you're doing digital? See if you're right!		15:10-16:15
<i>Coffee break</i>		16:15-16:30
Deep dive – Main Ballroom <i>The data behind better organisational design: culture workbench</i>	Deep dive – Breakout Room 1 <i>Innovation diagnostics for SMEs</i>	16:30-18:00
<i>Free time</i>		
<i>Networking reception and dinner - Garden</i>		19:30-22:00

Thursday 15 November

<i>Registration</i>		09:00-10:00
Round up of Day 1 – Main Ballroom		10:00-10:15
Plenary - Main Ballroom		10:15-11:15
How to lead the digital business transformation journey		
<i>Coffee break</i>		11:15-11:45
Deep dive – Main Ballroom	Deep dive – Breakout Room 1	11:45-13:15
<i>Online learning methodologies as a tool for consultants</i>	<i>Are you taking enough care of your digital reputation?</i>	
<i>Lunch - Foyer</i>		13:15-15:00
Deep dive – Main Ballroom	Deep dive – Breakout Room 1	15:00-16:30
<i>Encouraging the innovators: working with early stage businesses</i>	<i>Certifying consultancy? ISO 20700 as a new standard for consultancy services</i>	

1 Plenary – Consulting 4.0: a look at the world and the industry in 2025

Keynote and moderator: Simon Østergaard, Copenhagen Institute for Futures Studies

Simon Fuglsang Østergaard is a seasoned Futurist at the Copenhagen Institute for Futures Studies. He helps a global client base on a strategic level to work systematically with the future and try and convey it to the present, through the exploring of megatrends and their impact on organisations and societies. Simon's main areas of focus are the future of education, labour markets and business development, and he has worked extensively with how technological advancement spurs new innovative business models.



Panellists:

- Didem Altop, Ashoka
- Paul Ashcroft, Ludic Group
- Paul Connolly, Management Consultancies Association
- Antonio Fanelli, AF Consulting (OECD)
- Qais Sabri, Eon Dental NV



Didem Altop, Ashoka

Didem Altop describes herself as a serial community builder and agenda setter, addressing a diverse range of business, social and economic development issues. Co-founder and Managing Director of Endeavor Turkey, she developed and led the first and most competitive growth acceleration programme in the country for selected high impact entrepreneurs since 2006. Through Endeavor Turkey, Didem also served as the spearhead of Global Entrepreneurship Week in Turkey and Endeavor CaseCampus Entrepreneurship Learning Programme and most recently has acted as the Executive Director for the Global Entrepreneurship Congress. Didem currently continues to serve as a founding board member for Ashoka Turkey.

Paul Ashcroft, Ludic Group

Paul Ashcroft is the author of the book *ALIVE: Digital Humans and Their Organizations* (2018) and co-founder and partner of The Ludic Group. Founded in 2004 and headquartered in the UK, Ludic is a pioneering consultancy that is shaping the future of work through next generation consulting, engagement and learning. Paul delivers smarter ways of working for some of the world's biggest organisations. With a background in mathematics and strategic consulting, he is an expert in applying principles of Innovation, Design Thinking and Digital tools and methods to accelerate large scale, sustainable change, digital transformation, people engagement and capability building.

Paul Connolly, Management Consultancies Association

As the Deputy Chief Executive and Think Tank Director of the Management Consultancies Association, Paul Connolly is a leading authority on UK consulting. He ran the MCA's Year of Digital (shortlisted for an Association Excellence Award) and is currently coordinating the MCA's Year of Disruption campaign. He is well versed in the opportunities and challenges for the consulting industry stemming from technological change. He leads the MCA's research programmes on consulting activity, examining the markets in which

consultants operate, their service offerings, recruitment strategies, commercial models, partnerships and their use of disruptive technology.

Antonio Fanelli, OECD

Antonio Fanelli is an international consultant specialising in economic development issues related to private sector development, SME policy and country competitiveness. Formerly Deputy Director of the OECD Private Sector Development Division, Antonio coordinated SME policy and competitiveness projects in emerging economies and conducted SME policy assessments in Middle East and North African countries, south east Asia, Latin America and south-eastern and eastern Europe. Prior, he worked at the European Bank for Reconstruction and Development (EBRD) from 1992-2001 in London and Albania and at the Italian Institute for Foreign Trade in Rome, Singapore and Beijing (1981-92).

Qais Sabri, Eon Dental NV

Qais Sabri is an entrepreneur focusing his efforts in the medical technology industry for the MENA region. He is a Director at Eon Dental NV, a patient-centric medical device manufacturer of custom-made dental appliances and a treatment platform that utilises the latest CAD/CAM and 3D printing technology. Qais began his career with Wells Fargo Wholesale Banking Division as a Relationships Manager underwriting facilities for middle sized enterprises. He then returned to Jordan and founded QS Medical, a medical devices sales and consultancy company that acts a one-stop-shop for emerging manufactures of proprietary technologies, offering a range of services from market access all the way to strategy implementation and OR proctoring.

Notes from the session:

Simon Østergaard led the first plenary session of the conference entitled *Consulting 4.0: a look at the industry and the world in 2025*. His presentation set the scene by sharing some of the work by the Copenhagen Institute of Futures Studies to identify the main trends shaping the future (the so-called “Megatrends”), socially, economically and for the world of business. These megatrends include technology & knowledge megatrends (where with technological development comes an acceleration in complexity and a shift to a knowledge-based society), factor megatrends (where globalisation, demographic shifts and commercialisation all impact society and its sustainability) and social megatrends (where competing concepts of individualisation, network-based society, democratisation and polarisation also see a focus on health and immaterialisation).

The discussion then moved to how these trends are also shaping the future of consulting. The potential impact on the consulting sector is substantial, both in terms of threats and opportunities, with companies looking to hire more freelancers, but also significant areas of work traditionally done by consultants that could be done in the future by artificial intelligence (AI), including audit, legal analysis etc. The opportunities are there however at the core: digitalisation is still about helping clients to better manage complexity, which should be exactly the kind of skills consultants know how to bring.

The session then brought together the experience and perspectives of a diverse panel to identify four main takeaways:

- 1) “The future is coming. It is irresponsible not to work with it”. Digitalisation is a trend that is already happening; businesses and individuals cannot hide from it but need to embrace it, prepare and deal with it, not just once, but continuously.
- 2) Having a network approach is crucial. For consultants, this means that looking beyond providing just a one-stop service to a client to also think about building and engaging in ecosystems. This

engagement with ecosystems also allows consultants and their clients to deal with the increasing complexity and constant change that these mega trends are bringing about.

- 3) Digitalisation offers a significant opportunity also for smaller businesses, both consultants and companies, because it democratises the market. It provides opportunities to smaller players to apply business models that don't depend on scale and offers them tools to compete at the same level or through the same channels as large firms.
- 4) Consultants can be an important mediator to demystify digitalisation. Digitalisation can show the impact of actions on the bottom line and can therefore influence change in any/every aspect of a business. Consultants can help clients with understanding and refining their vision for digitalisation, especially for managers who started in a more analogue world and who may struggle with the notion of digitalisation and how it could be concretely applied.

2 Deep dive – Big data isn't just for big companies

Speaker: Huseyin Sami Karaca, Frankfurt School of Finance & Management, Bogazici University

Dr Hüseyin Sami Karaca is a Professor of Marketing at Bogazici University in Istanbul. He is also the founder and director of the Center for Analytics & Insights (AIM), a research centre specialising in cutting edge data analytics applications. Dr Karaca has been a visiting scholar at some of the world's leading business schools including Harvard Business School and the Kellogg School of Management. His expertise centres on data monetisation, data analytics, pricing, and behavioural economics.



Professor Huseyin Karaca took on the subject of Big Data and how it can be used/ accessed also by SMEs. Answering the question *Is big data only for big companies*, his response was an emphatic no, emphasising instead that embracing big data usage and applications for SMEs will not only revolutionise business operations, but also help companies understand and gain competitive advantages and become more profitable.

Professor Karaca identified 5Vs that compose big data: Volume, Velocity, Variety, Veracity and Value. He notes that 80% of SMEs in a recent study have indicated that technological deployment is easier than anticipated.

To be effective, big data solutions should be structured in a flexible, simple and low-cost manner. To use big data, data science (which is the extraction of knowledge from large sets of data) is needed. It has components of domain expertise, data engineering, advanced computing, statistics, and visualisation. Instead of seeking the perfect data scientist who brings all these skills, businesses should rather seek to make a strong team of data scientists with team members individuals with complementary skills.

With regards to the tools available for big data for SMEs, various problem-solving methods within data science can be applied, including classification, regression, similarity matching, causal modelling, data visualisation, et al. Many software products with open source platforms exist that would enable SMEs to actively adopt big data solutions and support consultants in implementing these changes.

3 Deep dive – Digital changes everything: 12 lessons for leaders

Speaker: Paul Ashcroft, Ludic Group

Paul Ashcroft is the author of the book *ALIVE: Digital Humans and Their Organizations* (2018) and co-founder and partner of The Ludic Group. Founded in 2004 and headquartered in the UK, Ludic is a pioneering consultancy that is shaping the future of work through next generation consulting, engagement and learning. Paul delivers smarter ways of working for some of the world's biggest organisations. With a background in mathematics and strategic consulting, he is an expert in applying principles of Innovation, Design Thinking and Digital tools and methods to accelerate large scale, sustainable change, digital transformation, people engagement and capability building.



Paul Ashcroft discussed the shift that his company, leading UK PR and communications brand Ludic Group, has taken to remake themselves to compete digitally, and share twelve lessons for leaders who want to be part of redefining their companies in a digital world. The global digitalisation market is estimated at US\$ 44 billion, however, the vast majority of digital transformation efforts are deemed to fail due to a lack of global alignment, misaligned communications channels and the resulting 'digital chaos'.

Mr Ashcroft opened with the notion that organizations are alive, they change and grow. People are therefore at the heart of digital transformation and people need to be actively involved in the process of making real and workable changes. Here consultants can be vital in supporting their clients to make the journey easier for them. Further, businesses should create well-connected and pleasant workspaces for employees and support people to design their work around their lives. Use applications, games and visualization to connect, engage and motivate organizations for digital transformation.

To lead a successful digital transformation, leaders need to not only make decisions, but execute them, understanding the importance of engaging and motivating a wide range of people, and do so without fear of failure. Better to fail fast, fail better and cheaper and learn enough to get to the next level. Behind this decision-making, leaders should navigate with real-time information, locating good and reliable information sources and creating easy-to-access databases and connections to demystify where this information has come from.

The 12 lessons, in brief: 1- Create a spine; 2- Built together; 3- Design work around lives; 4- Add app-ability; 5- Create connected theatres of work; 6- Build beautiful things; 7- Play the game; 8- Use power of small things; 9- Navigate with real time information; 10- Transform leaning; 11- Create meaningful alternatives; 12- Turn it on.

4 Plenary – You think you’re doing digital? See if you’re right!

Speaker: Sharon Crost, Social Media Alive

Sharon Crost is a Silicon Valley innovator, helping businesses develop integrated go-to market strategies, most recently working in digital technologies such as blockchain, micropayments and the Internet of Things. Sharon’s particular area of interest is using social networks and social analytics to drive commercial relationships and opportunities. Sharon has over 15 years’ experience leading digital marketing strategy in high-tech and non-profit organisations. Her results were recognised with the Information Technology Services Marketing Association’s Gold Award for excellence in social media marketing and she was selected as a US Top 25 Digital Marketer in 2012 and 2013.



Sharon Crost looked at six areas of digital and technological change, examples of how they are being used in the business community, and where the consulting opportunities lie to support SMEs and other clients in each area. She also facilitated discussion through a series of live quiz questions.

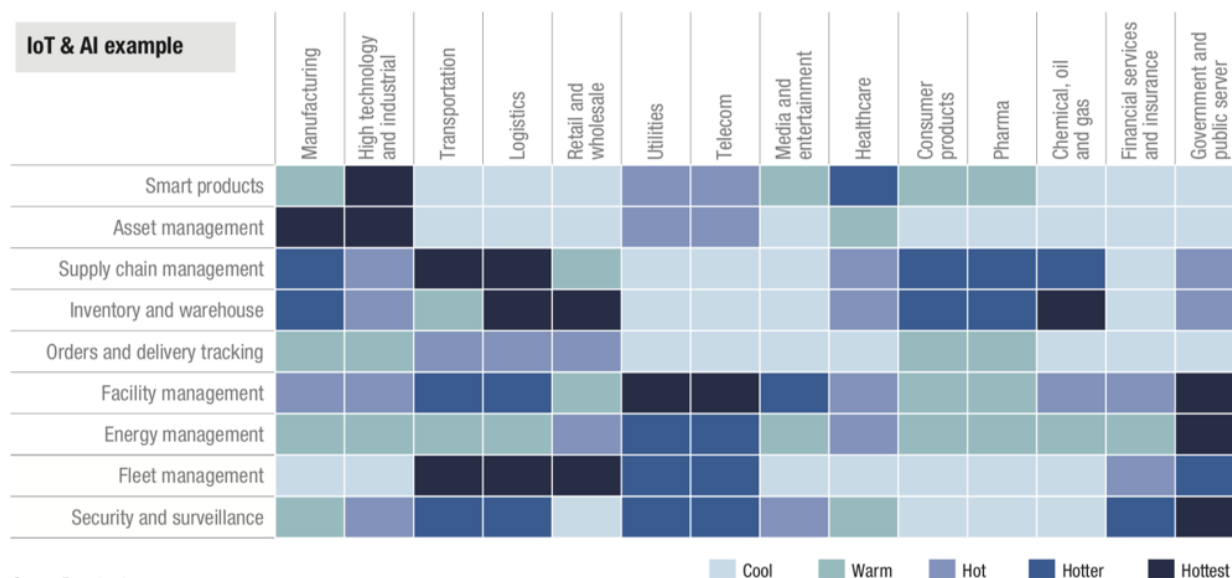
She discussed how the basic nature of business transactions has shifted with the arrival of digital means, as follows:

1. Trust and fairness are now digitally coded rather than direct relationship based; contrary to popular belief, despite increased awareness of cybersecurity threats, online and interpersonal trust is actually increasing globally. There are more peer-to-peer transactions and micropayments, as people are looking to cut out the cost of intermediaries and have more transparency on where their money is going (e.g. micropayments to music providers). This will only increase as more businesses take advantage of technologies like smart contracts.
2. Transaction communication can take place from machine to machine (the Internet of Things), with more than 17 billion connected devices globally. There are a lot of applications to IoT for manufacturing, transportation, warehousing and inventory, etc. for example by using sensors to monitor for need for repair and even machine learning.
3. Supplies can be digitally printed directly to buyers, disrupting traditional supply chains and benefitting businesses that currently have poor logistics connections. 3D printing is particularly relevant for the manufacture of custom parts, or for individualised items in the healthcare context. Also reduces carbon footprint.
4. Decisions can be made by artificial intelligence (AI). This is particularly relevant for repeated tasks and/or to manage large data sources and can include voice/sense recognition. There is a big opportunity here in using AI to combine/integrate data for bigger impact.
5. Activities can be done via robotics rather than manual labour. There are an estimated over 1 million industrial robots in operation today, the majority being in Japan. Robots are increasingly engaged for repeat tasks in manufacturing, operations and education that are not well-suited to human resources but are also beginning to be used for building human relationships (humanoids). There are many opportunities in automation!
6. Business relationships can be built digitally. 57% of the purchase decision is made before the customer contacts the supplier (CEB), so consultants need to be online. Be prepared to be searched for online and use that to your advantage by practising social selling (using social media). Be aware of your online reputation, build it actively, as well as having potential to advise others in this area.

The strategic advantage that consultants bring to operate in these spheres include i) emphasising flexibility; ii) helping clients to build business plans strategically within this digitalisation context; iii) using agile

frameworks and rapid prototyping to work within the client business structure; iv) use digital collaboration tools and online networking to build and maintain professional relationships to win and deliver projects.

Finally, Ms Crost also discussed how the level of digital readiness and digital opportunity differed for companies in different sectors and depending on the type of digital technology in question, sharing the following matrix:



5 Deep dive – The data behind better organisational design: culture workbench

Keynote: Thomas Davies, Temporall

In his 10 years at Google, Thomas led the UK&I Cloud business as Country Manager, then became Director of northern, eastern and central Europe, before leading the Global Partnerships team. Thomas was intrigued by the culture of the organisation and began to investigate what high-performance culture really meant and how to measure it. He has a passion for helping organisations use technology to drive cultural change and develop a sustainable strategy for future success. Having founded Temporall, Thomas is an expert in the business use of machine learning, digital technologies, leadership and the complexities of operating in multiple markets in times of unprecedented change.



Thomas Davies led this session looking at the role of organisational culture in corporate success, and therefore the tools and techniques that digital can bring to understanding and setting concrete targets on organisational culture.

To the core question of what organisational culture is, Mr Davies asserted that, although the majority of executives recognise its importance, they find it very difficult to define – a “fuzzy” concept. Organisational culture has been found to significantly contribute to the performance of an organisation, impacting directly

productivity, employee turnover and profitability. However, for executives to be able to use culture to drive performance, it needs to be measured as a key performance indicator (KPI) for the organisation and considered in terms of return on investment (ROI). Data on culture should be measured accurately and continuously to inform actions, for example by looking at employee turnover rates, productive working hours et al. Davies cautions that organisational culture should not be confused with “employee engagement”, as they measure different things.

Mr Davies took the discussion to the question of why organisations need to develop a digital culture. If digital transformation leads to high performance but only 30 percent of digital transformation projects are successful, then where are the barriers to success? Organisational culture and people are the biggest barriers to successful digital transformation; therefore, it is important to bring people on board, but this is often overlooked.

Mr Davies identified that high-performance culture rests on five pillars, which should be considered together:

1. Values, referring to attributes of an organisation such as speed, agility, adaptability.
2. Behaviours, which are directly tied to the decision-making process
3. Alignment of strategy and goals, which are directly related to communication
4. Processes, where the focus should be on key primary processes.
5. Systems, including choices of technology or IT systems.

For consultants, the responsibility and opportunity are there to have a meaningful and open discussion with executives about organisational culture and how it can be measured concretely and continuously improved, with resulting impacts of company performance.

6 Deep dive - Innovation diagnostics for SMEs

Speaker: Eva Diedrichs, IMP³rove

Eva Diedrichs is the founding Managing Director of IMP³rove – European Innovation Management Academy EWIV, (www.improve-innovation.eu), providing innovation management support services to enterprises, consultants, business advisers and public institutions focusing on innovation management support for economic development. Eva has published several articles and reports on innovation management and contributed among others to the World Economic Forum’s reports on “Fostering Innovation and Entrepreneurship in Europe” and “Collaborative Innovation – Transforming business, Driving Growth”. Under her convenorship the European standard on “Innovation Management Assessment” (CEN TS 16555-7) has been published.



Eva Diedrichs discussed the role that digitalisation and innovation is playing in the SME sector both within the EU and in other countries where the company is active. She identified key lessons on trends in digitalisation that are affecting both the client and the consulting industry. Today, management consulting and technology consulting have converged; the future of consulting support will be based on a combination of business expertise and technological expertise.

She shared detailed information on the work that IMP³rove Academy, offers, including the “Digital Innovation Quotient”, an online diagnostics tool in the form of interactive questionnaire which provides a

benchmarking report for SMEs and led group work to consider a sample report from an SME. This tool can be used as a starting point for SMEs in considering digital transformation projects. SMEs can obtain data by its industry, geography, size, age, export markets etc. The IMP³rove digital innovation trend radar also serves to assess which trends are relevant for the SME to address. Ms Diedrichs also asserted that a pragmatic definition of digital innovation can help to guide client discussion.

There are numerous innovation management software tools to help businesses shaping the innovation process. Consulting services to drive clients' digitalisation can include: digital/innovation strategy development; digital business model development; development of core competencies to create digital innovations; digitalisation of business processes with value networks; development of a digital innovation culture and leadership; re- and up-skilling for digital innovation etc.

7 Plenary - How to lead the digital business transformation journey

Speaker: Tawfik Jelassi, IMD Business School

Dr Tawfik Jelassi is Professor of Strategy and Technology Management at IMD Business School (Switzerland). He is also Director of the OWP programme in Lausanne and Singapore, which is IMD's largest executive education programme, attracting 600 executives annually. Before joining IMD, Dr Jelassi was Minister of Higher Education, Scientific Research, and Information & Communication Technologies in the transition-to-democracy government of Tunisia. Prior to that, he was Chairman of the Board of Directors of Ooredoo Tunisia, the leading mobile telecom operator in the country. Dr Jelassi holds a Ph.D. from the Stern School of Business at New York University. His teaching and research interests are in the area of digital transformation and leadership.



Dr Jelassi opened the discussion by sharing his personal experience of being approached by the post-revolutionary government of Tunisia to serve as Minister, and how his experience as a professor of business and now digital transformation informed and was informed by his time in that role.

He then discussed the topic of digital transformation. At their core, digital opportunities come from exploiting the differences in rates of change between technologies and organisations. Big names like Uber, Facebook, Alibaba and Airbnb are examples of how digital has not just changed the surface of a company, but rather they have been born to a digital business model, using e-platform based business strategies, that radically redefines their sector: Uber owns no vehicles, Facebook creates no content, Alibaba carries no inventory and Airbnb owns no real estate. This kind of disruption is becoming relevant for all industries now.

Another key message was that data nowadays is new oil – the most valuable resource. If you compare the market caps of the largest corporations in the world, where once these were in extractive industries, today the top companies are Apple, Alphabet, Microsoft, Amazon and Facebook, all digital businesses. Amazon today is entering pharmaceuticals, a clear sign that these leaders are also not content to stay in their defined market, but actively seeking potential high-margin markets to enter.

Professor Jelassi then covered how digital business transformation differs from digitisation and digitalisation. Digital business transformation is organisational change through the use of digital technologies and innovative business models to improve corporate performance. IMD has a model entitled the Digital Vortex formed through the intersection of an individual industry with digital technologies, like social media, mobile, digital platforms, analytics and connected devices, as combined with an increasingly volatile, uncertain,

complex and ambiguous (VUCA) market and easy access to digital resources, such as capital and talent. These forces influence some sectors more profoundly than others and this changes over time, but none are exempt. He then identified three categories of digital value: cost value (to compete by offering the customer a lower cost or other economic gains), experience value (compete by offering the customer a superior experience), platform value (compete by creating network effects that benefit customers).

The digital business transformation journey must answer 3 key questions:

1. **Why transform?** Assess your digital opportunities and threats. Define a roadmap for digital transformation across your organizational value chain.
2. **What to transform?** Choose how to differentiate by combining cost value, experience value and platform value. Choose your appropriate response strategy: Harvest (a defensive strategy aimed at blocking disruptive threats and optimising the performance of threatened business segments); Retreat (a defensive strategy aimed at strategic withdrawal from threatened business segments); Disrupt (an offensive strategy aimed at disrupting a market through the creation of new cost value, experience value or platform value for customers, including either disrupting one's own core business in order to find more promising sources of growth, or creating new markets) or Occupy (an offensive strategy aimed at sustaining the competitive gains associated with disruption, and prolonging competitive standing in a value vacancy).
3. **How to transform?** Build digital business agility: hyperawareness, informed decision-making and fast execution.

His final advice: Think big! Start small! Scale fast!

8 Deep dive – Online learning methodologies as a tool for consultants

Speaker: Andy Tyler, PwC

Andy Tyler is a Partner at PwC and has led their client training Academies across Russia, CIS and central Europe for the last 16 years. He is a qualified financial accountant by training, having led many national, regional and international audit and due diligence assignments. In 2002 he founded PwC's Academy which has since that time focused on providing training and development services to clients aimed at increasing self-capability and performance levels in his client workforce. He is an experienced I&D consultant, coach and facilitator and has helped drive his Academy business in utilising technology for the enhancement of client delivery, sales and work effectiveness.



Online learning is an opportunity: a cost-effective tool available and scalable to all types of businesses of all sizes. Andy Tyler presented relevant and scalable online-distance learning tools that will build skills of the client. Through specific case studies of web-based, app-based and learning management system approaches, the session discussed how and why these might be relevant for clients. These fall into three broad categories: i) Learning Management Systems; ii) Mobile Learning Applications and iii) Web Based Portals supporting 'Peer to Peer' learning.

Andy Tyler opened with the experience of PwC's Academy which, since he founded it in 2002, has focused on providing training and development services to clients, aimed at increasing learning and performance

levels of client workforces. Despite rapid changes in the technology, there are still a number of challenges to becoming digital:

- Skills: 63% cited lack of skilled teams as a key obstacle to digital innovation;
- Processes: 42% cited slow or inflexible processes;
- Integration: 51% cited lack of integration of new data and technology;
- Technology: 61% cited outdated or obsolete technology.

As an example of a web-based portal/app Mr Tyler introduced PwC's Digital Fitness Assessment, which is a special platform designed by PwC to conduct a rapid personal and organisational-level assessment. This tool delivers a learning experience that is personal and combined with gamification elements to stimulate usage; the content is tailored, packaged and contextual to the client.

9 Deep dive – Are you taking enough care of your digital reputation?

Speaker: Sharon Crost, Social Media Alive

Sharon Crost is a Silicon Valley innovator, helping businesses develop integrated go-to market strategies, most recently working in digital technologies such as blockchain, micropayments and the Internet of Things. Sharon's particular area of interest is using social networks and social analytics to drive commercial relationships and opportunities. Sharon has over 15 years' experience leading digital marketing strategy in high-tech and non-profit organisations. Her results were recognised with the Information Technology Services Marketing Association's Gold Award for excellence in social media marketing and she was selected as a US Top 25 Digital Marketer in 2012 and 2013.



Sharon Crost hosted this session looking at digital reputation and how to build and nurture a digital presence that serves as an effective marketing tool for a consultant. Ms Crost identified the following key takeaways:

- The first impression about one's business is made not by its actions but by the other people; it takes a lot of active effort to build a reputation for yourself and your firm on the internet and get external recognition.
- An online reputation is built on sharing and participating; it is a two-way communication with your digital surrounding and so requires active participation, not just passive reading.
- LinkedIn and its Social Selling Index are the perfect case study and instrument for improving both your digital presence and digital reputation. The Social Selling Index is a tool to help understand and monitor your professional brand on LinkedIn, looking at whether you are finding the right people, engaging with insights and building relationships.
- It is all about claiming your own expertise and claiming your impact, but also recognising others' presence, sharing generously and giving recognition for others' achievements.

10 Deep dive - Encouraging the innovators: working with early stage businesses

Moderator: Lawrence Sherwin

Lawrence Sherwin worked for many years as Deputy Director of Communications for the European Bank for Reconstruction and Development (EBRD) in London. He held management positions in corporate communications at Novartis and Sygenta in Basel, Switzerland, after nearly 15 years as Deputy Director of Radio Liberty (RFE/RL) and the Russian Broadcasting Department in Munich, Germany. He has an MBA from the University of California, Berkeley, as well as a Masters degree in Politics from Harvard University.



Panellists:

- Didem Altop, Ashoka
- Declan Carroll, EBRD
- Dina El Mofty, Injaz Egypt
- Qais Sabri, Eon Dental NV
- Ashraf Tawakkol, FortyNine Design Studio

Didem Altop, Ashoka

Didem Altop describes herself as a serial community builder and agenda setter, addressing a diverse range of business, social and economic development issues. Co-founder and Managing Director of Endeavor Turkey, she developed and led the first and most competitive growth acceleration programme in the country for selected high impact entrepreneurs since 2006. Through Endeavor Turkey, Didem also served as the spearhead of Global Entrepreneurship Week in Turkey and Endeavor CaseCampus Entrepreneurship Learning Programme and most recently has acted as the Executive Director for the Global Entrepreneurship Congress. Didem currently continues to serve as a founding board member for Ashoka Turkey.

Declan Carroll, EBRD

Declan Gordon Carroll has over 35 years' experience in the arenas of Innovation and Enterprise Development both within the public and private sectors designing, developing and implementing innovation and enterprise policy and support mechanisms. He was founder and Chief Executive of a Business & Innovation Centre for five years. Specialising in strategic consultancy and innovation commercialisation, he worked on the strategic development of over 500 businesses. In the last 10 years he has worked extensively advising governments, their agencies and investors on enterprise development and new investment model initiatives. Currently he is Programme Manager for a new EBRD programme working with high potential, innovative start-ups and early stage rapidly scaling enterprises.

Dina El Mofty, Injaz Egypt

Dina El- Mofty is the founder of INJAZ Egypt, an organisation which has a strong educational focus on entrepreneurship and work readiness and is part of the Junior Achievement worldwide network. Dina is actively involved as a board member of EO Entrepreneurs Organisation in addition to serving on the US Egypt Business Council. She also serves on the Board of Trustees of the American University in Cairo.

Nominated as one of the world's most influential young Arabs under 40 by Arabian Business for 2016, Dina has also participated as a main judge on Hona Al Shabab, Egypt's popular TV show aired on CBC promoting start-ups and entrepreneurs.

Qais Sabri, Eon Dental NV

Qais Sabri is an entrepreneur focusing his efforts in the medical technology industry for the MENA region. He is a Director at Eon Dental NV, a patient-centric medical device manufacturer of custom-made dental appliances and a treatment platform that utilises the latest CAD/CAM and 3D printing technology. Qais began his career with Wells Fargo Wholesale Banking Division as a Relationships Manager underwriting facilities for middle sized enterprises. He then returned to Jordan and founded QS Medical, a medical devices sales and consultancy company that acts a one-stop-shop for emerging manufactures of proprietary technologies, offering a range of services from market access all the way to strategy implementation and OR proctoring.

Ashraf Tawakkol, FortyNine Design Studio

Ashraf Tawakkol is an entrepreneur, designer and a techno-functional and business leader. He has spent more than 30 years working across different start-ups, local and regional companies like Integrated Group, ARPU+, GN4ME and Taya IT. He is the Founder/CEO and principal designer of Forty Nine, a Design and Design Management Consultancy focusing on innovating products and ideas that move people, physically and emotionally as well as being a mentor, speaker and judge with incubators, the early stage VC firms and public events in Egypt and the region such as Innoventures, GESR, Flat6Labs, Techne Summit and TIEC.

Notes from the session:

This discussion drew together the experiences of the panel who relate to early stage businesses in different ways. With regards to the role of consultants, Didem Altop drew on her experience with Endeavour that for early stage businesses, consultants can help with mainly three areas: i) exploration (to identify market fit); ii) execution (to help business operations) and iii) mentorship (to provide market insight, technical expertise, skillset, leadership, access to capital). She also discussed that early stage businesses usually don't have cash, so consultants are very important and valued resources; additionally, high impact entrepreneurs tend to scale up very quickly and consultants need to be very quick and agile too to continue to add value.

Dina El Mofty reaffirmed the importance of mentoring and coaching from consultants or senior business leaders, sharing her experience of starting 'Injaz Egypt', an organisation that educates young people and promotes entrepreneurship; now the organisation's entrepreneurship education programme is being widely used for schools and universities in Egypt.

Declan Carroll discussed the nuances in meaning between consultant, mentor and coach and how this influences the delivery model and client expectations of the advice. He also presented the EBRD's upcoming Star Ventures programme, launching in Egypt and Jordan, which supports early stage entrepreneurs and accelerators.

On the subject of accessing finance, Qais Sabri brought the experience of launching his start-up, which produces dental equipment using 3D printing, and how, once his product and business model had been validated on the market, accessing funding was not a big issue for him. High-impact disruptive companies are often backed by Venture Capital and VCs aggressively drive the performance of start-ups, where angel investors are often more flexible.

From the perspective of Ashraf Tawakkol, successful companies don't innovate products but rather innovate experiences. He raised the example of the iPod developed by Apple, which was not a new innovative product

as there were many MP3 players in the market. Rather, the iPod provided customers with the new experience of using a simple but well-designed gadget being synced to Mac computers. He believes that providing access to creative culture and design and providing the best experiences to customers is the key for start-ups to succeed.

Overall, with regards to the services consultants can provide, the panel identified that consultants should put greater focus on the specific areas that start-ups consider in need in an individual market. For example, Egyptian entrepreneurs currently have a keen interest in e-business and green energy, especially related to solar panels and see a market gap there. The consultant role is very important in supporting young entrepreneurs as they can provide access to knowledge of markets, but also serve an important role to encourage entrepreneurs with ideation and emotional/business maturity.

11 Deep dive – Certifying consultancy? ISO 20700 as a new standard for consultancy services

Speaker: Reema Nasser, International Council of Management Consulting Institutes (ICMCI)

Reema Nasser has been the Executive Director of the International Council of Management Consulting Institutes (ICMCI) since May 2013, during which she has been able to build and strengthen relations with its 50 Member Institutes (IMCs). She is accountable to implement the strategic plan of the board with a focus on the improvement of programmes and services required for growth. Before joining IMC Jordan, Reema worked at a local IT company for 15 years where she had positions of increasing seniority, culminating as the Training Centre Manager



Reema Nasser led this interactive session discussing the new ISO 20700 standard for management consulting. She opened by presenting ICMCI's rationale for development of the standard: that management consultancy is unregulated profession with no common guidelines on good practice. As such, clients can lack understanding and ability to evaluate consultants' proposals or even completed work. The challenge of creating such a standard is the breadth of the industry: management consultants use their know-how to support clients in any sector locally, regionally and globally to deal with a range of issues that can cover any area of business. ICMCI initiated and developed a first ISO standard for the management consulting industry and incorporated it into the CMC Global strategy. The standard is intended to bring as much transparency as possible, to focus both client and consultant on outcomes for the project and enable the consultant to focus on innovation.

What is behind the standard? ISO 20700 focuses on deliverables, results and outcomes of management consulting as well as questions related to clients and delivering service to them. In terms of the implementation of deliverables, these can be considered outcomes to be established at the beginning of the consultancy project.

The standard includes twelve policies looking at: i) awareness of the regulatory framework; ii) stakeholder engagement & commitment; iii) the code of ethical and professional conduct; iv) project governance; v) capability; vi) communication; vii) data protection and confidentiality; viii) protection of intellectual property; ix) social responsibility; x) health and safety; xi) risk and equality management; and xii)

guarantees. Policies are intended to be applied to projects as required depending on the company/project size or parameters.

Ms Nasser emphasised that the standard is a tool and not a whole solution. The intention is that the project complies with the standard, not the consulting company – no consulting company will be certified. Training in ISO 20700 is done by the ICMCI or through accredited CMCs in 21 countries. Training lasts for one day after which participants receive a certificate that they are trained in ISO 20700. However, the extent and content of the self-declaration are individually agreed between the client and the consultant for each project. They will vary typically depending on the size of the project. Clients can also attend the training. Importantly, communication must be clear: the standard indicates that a consultant applies good practice while implementing a project; this is neither a consultant or a consulting firm or a particular project certification. ICMCI membership is not a mandatory prerequisite for this training, however a consultant still needs to prove his/her consulting experience to ICMCI.