

# Consulting Career Paths

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**Abstract**— A company's website is the firm impression that a job applicant gets. This is the only protocol by which a candidate can have the information about the corporate culture, values, norms, business and working strategies of any particular company. The way a company elaborates about the benefits and the advantages a candidate can get by securing a job in the company is key to work out the attitude of the firm towards their employees. In this particular analytical paper, we have chosen and analyzed three different consulting companies. All the companies have different workers' strength with diverse expertise and skill for a diverse client base. The prior experience of the chosen companies is almost same, but there is a difference in their development and performance. There is a clear difference in the presentation they provide about their companies on the website. Analyzing the three eminent consulting companies, the report concludes that sufficient information, articulate presentation, appropriate career path, defined benefits and orientation play a substantial role in persuading a candidate.

**Index Terms**—the firm impression, corporate culture, values, norms, business and working strategies of any particular company.

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## Identification of Issue

### 1 The need:

The significance of sufficient information, articulate presentation, appropriate career path, defined benefits and orientation are needed to be analyst for a consulting website. The report is intended to work out how much there variables contribute to persuading a candidate.

### 1.2 Problem Statement:

This report will help analyze differences of career and career path information on consulting company websites and the facts that can be deduced from this information.

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### 1.3 Who will benefit?

This work aims to benefit both the applicant and the consulting firms. They will be able to revise their recruiting strategies.

### 1.4 Report Credibility:

We have worked on one of the most credible and well known consulting firms. They have a diverse client base all over the planet and attractive turn over. We have analyzed the authentic and open information present on their official websites mentioned in the work.

## 2 Literature Review

### 2.1 Research Study Literature Related to the Problem:

We have referred to the following literary work that is directly related to our findings.

- *The effect of company recruitment website orientation on individuals' perceptions of organizational attractiveness* by Ian O. Williamson, David P. Lepak and James

King.

## **2.2 Options Identified in the Literature for Approaching the Problem:**

The article helped categorizing the consulting firms into recruiting-oriented, screening-oriented and dual-purpose consultants. Further, it concludes that the recruiting - oriented approach is much better than the rest in several ways.

## **2.3 Case Study Literature Related to the Issue/Problem:**

### **Chosen Companies:**

Following three consulting firms are choosing to analyze their information about career and career paths. All the three organizations are differently ranked and are not identical in workers strength.

#### **1. The Cambridge Group**

Employer Type: Subsidiary

CEO: Jason Green

Founder: Rick Kash

Number of Employees: 101

Website: <http://www.thecambridgegroup.com/>

#### **2. Oliver Wyman**

Employer Type: Public

CEO: Scott McDonald

Number of Employees: 4,000

Website: <http://www.oliverwyman.com/>

### **3. Mercer LLC**

Employer Type: Subsidiary

President & CEO: Julio A. Portalatin

Number of Employees: 20,300

Website: <http://www.mercer.com/>

## **2.4 Conceptual and Theoretical Literature Related to the Problem**

### **Comparison of Significant Features:**

We intend to discuss and compare several aspects of the mentioned company that play a substantial role to persuade a candidate to apply in some particular company.

#### **1. Overview and information about career in the firm:**

**Cambridge group** has provided a very concise introduction to their company. The firm provides the information about how they deal with their clients and what are their strategies to satisfy consumer's demands. Claiming about their strategies to be unique which aim to enable the client to become aligned with their infrastructure, the company intends to justify its distinction. Cambridge group has provided several reasons for clients to choose them. These reasons or claims include that the firm strictly words on Demand Strategy. The firm claims to possess a collaborative work environment, a massive client base, including global leaders, intellectual team that can maximize the profit and unique and individually crafted experience that

benefits the firm and leaves a positive impact on the consumer. The overview seems to be client oriented rather than worker oriented.

**Oliver Wyman** claims to provide professional and personal flexibility to the employees. The firm doesn't force the worker to follow any particular career path. The firm, like the people who learn, and act rapidly. The overview further elaborates about that a worker has to collaborate with seniors, partners and clients of every caliber. The employee has to work to resolve complex problems of the clients. The corporate climate aims to make the employee a skilled leader. The company supports strong performer and claims that performance is the only criterion for promotion. The firm expects from the candidates to expand themselves and explore their capabilities. The firm further promises the potential employees to sponsor their further studies. The firm has presented a persuasive presentation here.

**Mercer LLC** has defined its mission and vision claiming themselves to be among the leading consulting companies of the world that helps their clients to get on the zenith of their performance. The company was voted into the Forbes America's Best Employers List. The company has elaborated its corporate culture and climate by discussing different aspects including the benefits that an employee can get from the company, the opportunities of development, the chances to have

diverse experience and growing opportunities for students and potential employees. The organization has presented some compelling argument that forces the candidate to apply for the job.

## 2. Benefits and encouragement:

**Cambridge Group** doesn't seem to be providing any moral or monetary benefits to their employees, unlike Mercer LLC and Oliver Wyman. The presentation provided by the company discusses about the requirements or eligibility of a strong candidate. The applicants may feel reluctant applying in the company. The self screening of the candidate may keep him from doing so. The presentation hardly encourages the candidate.

**Oliver Wyman** promises the candidate to be mentored from the very first day. The firm claims their staff to be supportive. The company has official advisors that provide complete guidance. The firm has a variety of talent development program, including 10/11 Month year program that helps the employees pursuing their interest like cooking in schools of Italy or going for trekking in Himalayas. The firm also introduces a program of externship, which means working externally with the partners of the company. The company also sponsors the MBA of their potential employees. The firm sponsors hundred non-profit fellows by which it has helped various people from different countries like Africa, Jordan. Thus, by

demonstrating about the growing opportunities, the company has encouraged the applicants to apply.

**Mercer LLC** extensively demonstrates about the benefits including competitive salary, retirement saving plans, comprehensive medical benefits, life insurance, disability insurance, paid vacations, stock purchase plan, health club discounts, telecommuting, legal assistance, elder care, transportation and employee discount in different Marsh and McLennan companies including automobiles, entertainment, finance and wireless companies. The firm also provides ample opportunities for individual growth and sponsors the education of students.

### 3. Ease and attractiveness:

The website of **Cambridge Group** is not much attractive, but still provides very ease applying for any particular job. Nielsen Holding N.V helps the company to get to the job applicants. The candidate just has to make an official account to login and apply for the job. The candidate has to choose the desired place and field or nature of the job. In this way only the filtered and relevant jobs can be seen. The website hardly contains any picture or video of the firm. The jobs are categorized as per according to the qualification of the candidate.

**Oliver Wyman** also provides the same filtering technique that reduces the time of the candidate

and the employer. The applicant chooses the desired location, role and practice in order to choose the relevant job. The candidate has to make an account using any personal email address. The job application form is a bit lengthy and but doesn't seem to be laborious or boring. The website is much more attractive and provides sufficient ease for the candidate to search and apply for any particular job. The website contains videos presenting about the corporate culture and working strategies.

The website of **Mercer LLC** is well crafted and designed with pictures, videos and colors which seems to be very attractive. Very similar to the others, a candidate has to make an official account of the company before applying. The career section provides the list of all the available jobs with a filtering facility that helps the candidates finding a relevant job. The application form of the company is not much longer. Thus, the application procedure is extremely easy for this company.

### 4. Career Path:

The **Cambridge group** articulately defined its career path. All consultants at The Cambridge Group fill one of five roles shown in the figure below. The candidates having a undergraduate degree start from the being business analyst while the candidates having a masters degree in the business administration are hired as a consultant. The prior job experience is the parameter of

placement in most of the recruitments. The candidate with better job experience are placed at higher place. They claim to be promoting the workers on merit. The consultants typically spend at least two years on average for every role. A quick progression than the minimum criteria is not the policy of the firm. The firm provides much flexibility in the academical eligibility of the candidate. Many times the Cambridge promote the workers to the consultant level without the masters degree.

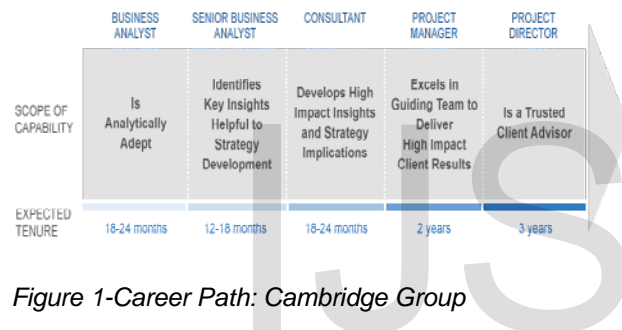


Figure 1-Career Path: Cambridge Group

**Oliver Wyman** doesn't strictly follows the career path show in the figure below. They claim to be providing flexibility in their criteria. The experience and the unique skill set can help the candidate to augment his career development. Strong and rapid performers are promoted quickly by the company. Strong field knowledge, level of responsibility and robust attitude towards work are some of the criteria for promotion. There is no advance degree requirement for being a consultant like MBA. The responsibilities expand with the expansion of capabilities. Many times a newly fresh graduate becomes Partner in the company. The company

prescribes a six to nine years of Partner path. The following career path demonstrates about how the role of the worker will make a rout to Partern.

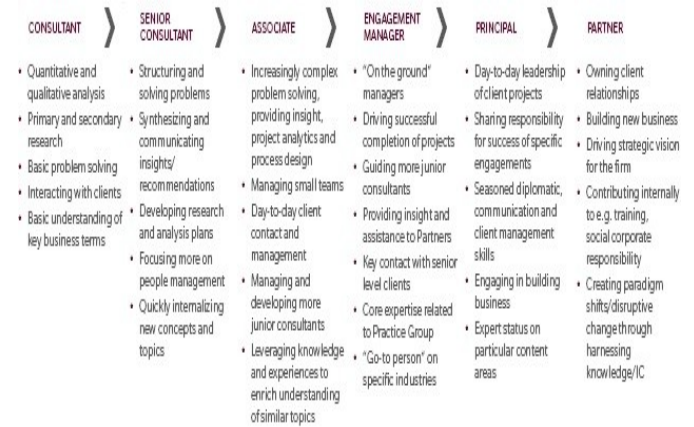


Figure 2-Career Path: Oliver Wyman

**Mercer** doesn't define any particular career path unlike other two mentioned consulting organizations. Mercer claims to be supporting any chosen career path. The learning and development program of the Mercer helps the recent graduates to get the information and too old to progress in the career at the firm. The company invests in the learning and improvement of the workers. The learning curriculum of the firm includes several online courses, certifications, training sessions and seminars. These resources help to expand the knowledge and develop a valuable skill set. Other than these sources of self grooming, the firm also provides post-graduate trainings in several areas. The firm provides several approved and quality certifications that help the workers developing and improving.

### 5. Orientation and Strategy:

**Cambridge Group** doesn't provide much information about the company as compared to the rest. The information provided on the website is not detail oriented. The web site fails to grab the individual attraction. Moreover, the way in which the job application form is designed seems to be made with an intention of shortlisting the candidates. Thus, it can be said that firm is screening oriented.

**Oliver Wyman** has articulated demonstrated about the business of the company. The website has thoroughly presented about their mission and vision, company policies, recruitment policies, corporate climate, moral and monetary benefits. There is ample and sufficient information that is enough to persuade and compel an applicant apply for the particular job. The recruitment procedure also provides sufficient ease to the candidate. Thus, it can be judged that Oliver Wyman has chosen a recruiting-oriented strategy.

**Mercer LLC** has also introduced their organization in detail. There almost every required information that a candidate will require to know. The website has thoroughly presented about their business, priorities, policies, threats, goals, recruitment policies, corporate culture, moral and monetary benefits. The detained presentation grabs the

attention of the visitor. There is sufficient valuable information that is enough to compel an applicant to pursue a career in the company. The application procedure is also not hectic or laborious. Thus, it can be stated that Mercer LLC has also chosen a recruiting-oriented strategy.

### 3 Conclusions and Recommendations

#### 3.1 Conclusion:

The literature and the company websites provide ample information, analyzing the issue. Unlike Mercer LLC and Oliver Wyman, Cambridge Group doesn't provide sufficient information about the company. The Cambridge Group is more focused on demonstrating about the clients rather than the employees. Thus, it is concluded that sufficient information, articulate presentation, appropriate career path, defined benefits, orientation and chosen hiring strategy plays a substantial role for compelling the applicants and augmenting the company business.

#### 3.2 Approaches and options:

Although the application procedure is quite easy, but the website fails to grab the attraction of the applicant. There is no sufficient information about the benefits or the corporate culture of the company. The company providing most ease and

attractiveness has expanded business and better reputations. It is also seen that Cambridge Group is strict in the career path it has provided. Mercer LLC and Oliver Wyman show much flexibility, stating that an MBA degree is not the prior requirement for being a consultant. Unlike Cambridge, Mercer LLC and Oliver Wyman have chosen the recruiting-oriented policy, and are ranked higher with substantial workers' strength and wider diverse client base.

### **3.3 Implications:**

We have provided a practical example of analyzing recruiting strategies of several consulting organizations that will help the applicants to choose the best one and consulting firms can find this analysis fruitful for reviewing their strategies.

### **3.4 Recommendations:**

As the recruiting-oriented approach of Mercer LLC and Oliver Wyman show better results, we'd recommend every consulting firm to adopt the same strategy.

organizational attractiveness. *Journal of Vocational Behavior*, 63(2), 242-263.

## **References**

- [1] Williamson, I. O., Lepak, D. P., & King, J. (2003). The effect of company recruitment web site orientation on individuals' perceptions of