



# ICT Consulting In Emerging Economies

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Professional ICT Consulting Services In Emerging Economies

A Practical Guide



# Topics

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- Players In The Market
- Progress Of Profession
- Typical Clients
- Business Objectives
- Consulting Office Organization
- Common Contract Types
- Positioning Within Client Chart
- Dos And Don'ts
- Final Tips



# Players In The Market

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- International Consulting Houses
  - Multi-disciplined Experience
  - Large Organizational Structure
  - Strong Financial Standing
- Local Consulting Firms
  - Country Specific Experience
- Freelance Independents
  - Subject Specific Experience



# Progress Of Profession

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- Systems Consulting
  - 1970s – 1980s
- Computer Consulting
  - 1980s – 1990s
- IT Consulting
  - 1990s - 2000
- ICT Consulting
  - 2000+



# Systems Consultants

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- Period
  - 1970s – 1980s
- Typical Services
  - Programming Languages
  - File Design
  - System Requirements
  - Logical System Design
  - Physical System Design



# Computer Consultants

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- Period
  - 1980s – 1990s
- Typical Services
  - Technology Selection
  - Database Design
  - Hardware Specifications
  - Networking
  - Functional Requirements



# IT Consultants

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- Period
  - 1990s – 2000s
- Typical Services
  - Technology Selection
  - IT Planning
  - IT Contracts
  - Systems Integration
  - IT Project Management
  - Y2K ?



# ICT Consultants

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- Period
  - 2000+
- Typical Services
  - Strategies, Policies & ICT Legislation
  - Alternative Dispute Resolution
  - Technology Validation
  - ERP, Workflow & EPP Systems
  - e-Services





# Typical Clients

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- Banking & Finance
- Insurance
- Industry
- General Commercial Companies
- Government & Public Sector
- Law Enforcement Agencies
- International Consulting Houses
- International Organizations



# Business Objectives

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- Wide Ranging Expertise
- Sustainable Growth
- Vertical & Horizontal Markets
- **Minimum Overheads**



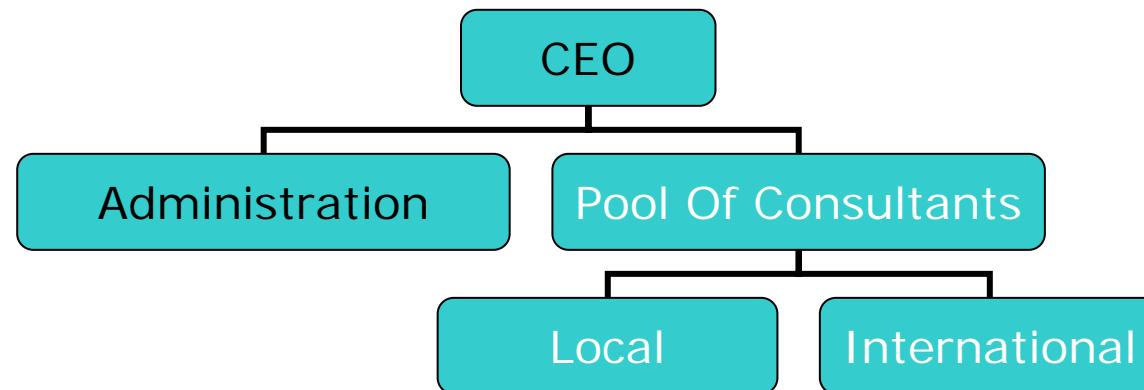
# Consulting Office Organization

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- Minimum Permanent Staff
- Full Time Administration
- Pool Of Consultants – Local
- Pool of Consultants – International
- Contracted On Project Basis

# Controlled Outsourcing Model

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# Common Contract Types

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- Annual Retainers
- Job Specific
- Man Day Charge
- Man Hour Charge
- Combinational



# Annual Retainers

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- Long Term Involvement
- Continuity Of Services
- Wide Range Of Responsibility
- Multiple Projects Per Client
- Cost Effective Blanket Rates
- Favoured In Emerging Markets



# Job Specific Contracts

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- Medium Term Involvement
- Single Assignment Per Client
- No Continuity
- Job Specific Responsibility
- Job Specific Rates
- Favoured For Subcontract Work



# Man Day & Man Hour Rates

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- Short Term Involvement
- High Rates & Expenses
- Publicly Declared Rates
- Applicable To Out Of Country Tasks
- Favoured By Big Players





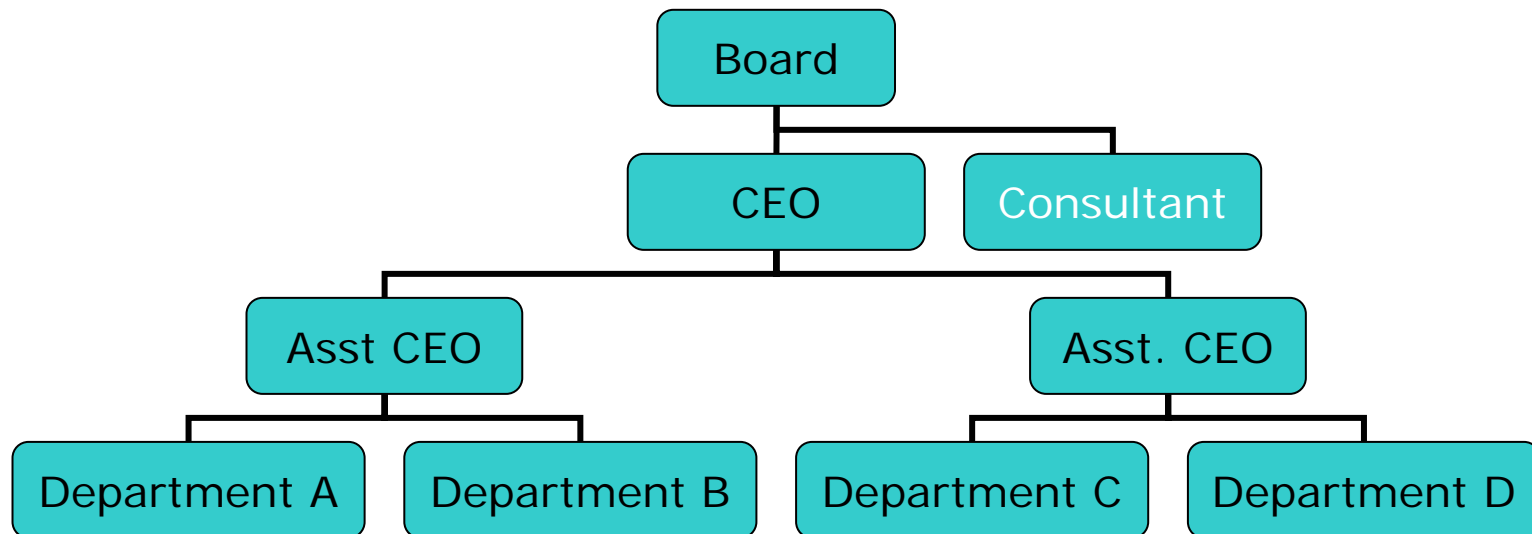
# Position Within Client Chart

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- Insist On Correct Positioning
  - Board Level – Too High
  - CEO Level – Recommended
  - Assistant CEO Level – Recommended
  - Departmental Level – Too Low

# Position In Client Chart

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# Executives versus Managers

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## ○ Executives

- Conceptualizers
- Proactive
- Create Visions
- Personal attitude
- Values
- Commitment
- Change
- Do the right thing

## ○ Managers

- Problem Solvers
- Reactive
- Short Term Goals
- Impersonal
- Coordination
- Control
- Maintenance
- Do things right



# Resistance To Change

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- Change Acceptance Levels
  - Board Level – **Low Level**
  - CEO Level – **Very High Level**
  - Assistant CEO Level – **High Level**
  - Manger Level – **Very Low Level**



# Do

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- Establish A Strong Web Presence
- Join Professional Associations
- Contribute Articles To Publications
- Advertise Success Stories
- Adopt Well Known Methodologies
- Get Listed With Big Players
- Diversify Expertise



## Don't

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- Promote Services Directly
- Volunteer Services To Clients
- Accept Borderline Assignments
- Concentrate On Narrow Specialties
- Fall Into “Years Of Experience” Trap



## Final Tips

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- Provide Solid Technical Advice
- Emphasis On Personal Services
- Be Proactive Not Reactive
- Pre-empt Services
- Adapt To Market Changes
- Fill IT Vision Formulation Gap