

Welcome ...

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Last month we hosted '[When Every Conversation Counts](#)', a webinar on the significant impact that effective communication and conversation can have on the management consulting practice. Our colleagues at The Conversation Lab wrote [a piece to explore the key insights and takeaways from the discussion](#) and explain how, as management consultants, we can use conversation as a tool to build strong professional relationships with our clients, colleagues and any other stakeholders we deal with.

CMCE Online Showcase: 'Dynamic Pricing for Consulting Services' Thursday 7th November, 5.00 pm

Dynamic pricing is the business practice of varying prices of a product or service in response to market conditions and available capacity. It aims to enhance firms' profitability by dynamically aligning constrained supply with demand through the integration of operations and pricing decisions. It works effectively in many settings although not so effectively recently in the sale of tickets for the Oasis reunion concerts.

In this event Dr Oben Ceryan of Bayes Business School will highlight some of the main tradeoffs and insights from the applications of dynamic pricing in various settings and their potential implications for pricing of consulting services.

[Click here](#) for more details and to register.

CMCE Online Showcase: 'Business Planning enabled by AI', Thursday 14 November, 5.00 pm

Later in the month on November 14th we will explore business planning enabled by AI. In this showcase the developer of the SOSTAC® methodology, PR Smith, best-selling international author and speaker (incl. TedX Talker), will discuss the approach and highlight how it can be supported by the use of AI tools. [Sign up](#) here to join us! We are also pleased to share '[How to Write the Perfect Plan](#)', the second in a series of articles that PR Smith is writing for our Newsletter in conjunction with his upcoming webinar. In case you missed it, you can also catch up with the first article in the series [here](#).

Fundamental Questions for Consulting Excellence: A framework for research and progress to date

[CMCE's latest report](#) identifies the fundamental issues in management consulting from a practitioner's perspective and uses them to frame a research agenda in management consultancy.

CMCE has used this framework to develop its own programme of research and seminars, and the report provides an update on progress.

Earlier this month we also announced the winners of the [2024 CMCE Research Awards](#). We were delighted to have the opportunity to recognise the valuable contribution that academic research can make to the management consulting profession. We awarded papers in three different categories:

- The winner in the Client-consultant relationships category was a paper titled “Pandemic consulting. How private consultants leverage public crisis management” authored by Anne Vogelpohl, Chris Hurl, Michael Howard, Uttara Purandare, Reut Marciano and Andrew Sturdy.
- A paper titled “A Competency Framework for Training of AI Projects Managers in the Digital and AI Era” authored by Valéry Psyché, Diane-Gabrielle Tremblay, Fatma Miladi and Amina Yagoubi was the winner in the Development of management consulting skills category.
- In the Technology and Consulting category a paper titled “Organizational Implementation of AI: Craft and Mechanical Work” authored by Konstantin Hopf, Oliver Müller, Arisa Shollo and Tiemo Thiess was the winner. This paper was also awarded the Urwick Prize for best paper overall.

You can view a video of the event [here](#). We want to take this opportunity to congratulate again all of the award winners for their work which we believe will be of great interest to management consultants.

Finally, this month’s [In-Brief](#) section includes a series of articles focusing on a range of current topics including the implications of taking calculated risk, the many-sided crisis in consulting and the reasons why small businesses deserve more credit.

The Newsletter Editor

The Centre for Management Consulting Excellence was founded by



*The Worshipful Company
of Management Consultants*