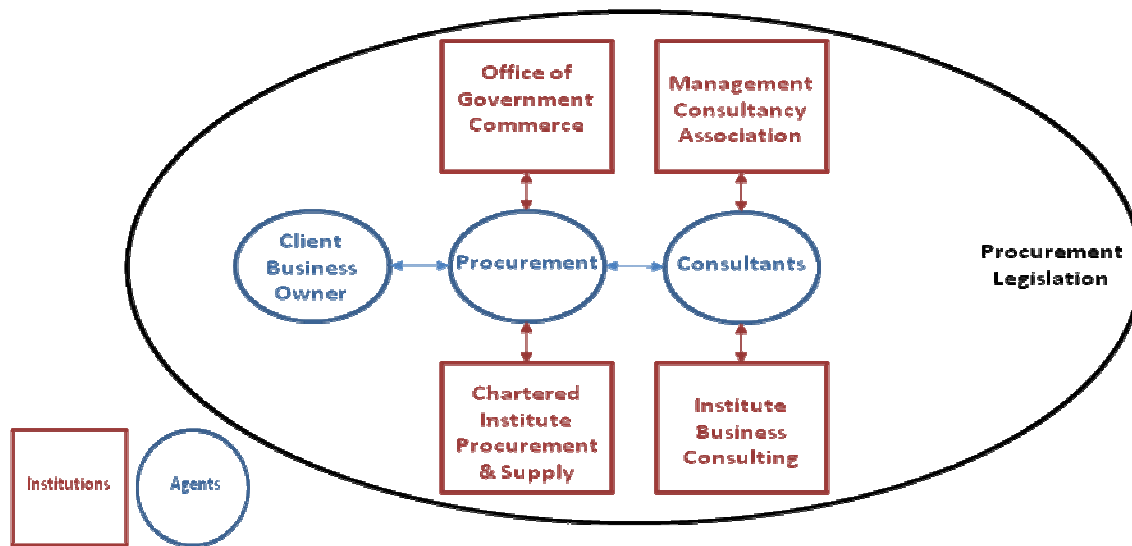


THE CONTEXT

Innovation in the consultancy business is a complex process. Research shows that it involves not just consultants, but also procurers (who may be client-based or belong to a third party) and the clients themselves. These actors work within a loose framework that is influenced by public procurement legislation, best practice guidelines and organisational cultures. Not all relationships are equally strong and their deployment is highly contingent on sector, political environment and the different clients.

Figure 1 The Context of Consulting Innovation



IMPACT AREAS

The project aims to provide stakeholders with a better understanding of how innovative practices are constrained and enabled in consultant - client interactions. Specifically, it will examine how micro-level practices such as cultures, identities and discourses interact with macro-level structures such as policies, legislation and political and economic environments. As such, findings and recommendations are likely to be context specific and contingent rather than generating generic ‘best-practice’ statements. The impact on policy and practice is, therefore, likely to focus on the following questions:

**Policy**

- How do current recommendations on procurement practice impact consultant-client innovations?
- How can IBC / OGC policies maximise value, delivery and innovative practice?
- What ‘mechanisms’ / ‘levers’ underpin the generation of innovative practice in consultant – client interactions?

**Practice**

- How can consultant and client interactions maximise innovative practice without jeopardising delivery?
- How can procurement enable innovation for both business owners and consultants?
- How do structural trends constrain and enable the generation of innovative practices?

## STAKEHOLDER ENGAGEMENT

Stakeholder	Description	Research Engagement	Dissemination Engagement	Impact Expectation
<b>Consulting Firms</b>	Sellers of management innovations.	Interviews & participant observation	Practitioner report, Practitioner workshop, Website.	To guide the practice of contracting and working with clients & procurers to maximise innovation.
<b>Procurers</b>	Procurers within client & third parties.	Interviews & participant observation	Practitioner report, Practitioner workshop, Website.	To guide the practice of contracting and working with clients & consultants to maximise innovation.
<b>Clients</b>	Buyers of consultancy innovations.	Interviews & participant observation	Practitioner report, Practitioner workshop, Website.	To guide the practice of contracting and working with consultants & procurers to maximise innovation.
<b>MCA / IBC</b>	Consultancy Institutions.	Interviews	Practitioner report, Practitioner workshop, Website.	To help understand how guidance and policy guidelines impact innovation in consultancies / clients
<b>CIPS</b>	Procurement Institution.	Interviews	Practitioner report, Practitioner workshop, Website.	To help understand how guidance and policy guidelines impact innovation in consultancies / clients
<b>OGC</b>	Public Procurement Institution.	Interviews	Practitioner report, Practitioner workshop, Website.	To help understand how guidance and policy guidelines impact innovation in consultancies / clients
<b>Others (practitioner)</b>	Think-tanks, International Institutions.	Interviews	Practitioner report, Practitioner Workshop, Website.	To disseminate learnings and understand implications for international practice.
<b>Others (academic)</b>	Stakeholder academics, conferences, research groups	Interviews and reading	Research Report, Academic Report, Journal Papers, Website.	To improve the understanding of how management innovations are created.

## ENGAGEMENT PLAN

**Research:** interviews will be undertaken with academics, consultants, clients and procurers as well as relevant institutions such as the OGC, IBC and CIPS. Participant observation will engage with clients and consultants at a deep level.

**Dissemination:** two international workshops will be run. One for practitioners and policy makers and one for academics and researchers. The website will achieve long term engagement with stakeholders. Publications will include a practitioner report and several conference and journal papers.

**Focus:** on what makes innovation work. Implications for practice (consultants, clients, procurers) and for policy (OGC, CIPS, IBC & MCA)

