



Corven Consulting
client survey 2006

Objectives and approach

- The objective of the survey was to gain an understanding of:
 - Corven Consulting's perceived position and reputation within the market
 - Why clients choose us
 - Clients experience of our services
- The survey was managed by a third party via an online survey
- We received 26 responses covering oil & gas, utilities, logistics, financial services, telecoms, pharmaceuticals and the public sector
- The responses covered a breadth of Corven engagements including setting strategy and direction, implementing strategic change, and leadership development



“Working with Corven is a completely different experience to working with other consulting agencies. It is refreshing to engage with competent, bright, engaging professionals who work to utilise what the company has in-house while merging the best of their experience. I sense a sincere desire to get a solution in place that works for the business, not just someone's ego.”

HR senior executive, oil & gas company

Findings

Corven's route to market

Key finding: Relationships and referrals are the key way Corven wins new work

How did you first hear about Corven?

- 16 through personal contact:
 - "Operations Director"
 - "Recommended internally"
- 7 through other means:
 - "H-I Network"
 - "Can not remember"
 - "Departmental contract"
- 2 through tender application
- 1 through attending a Corven event

Reasons for choosing Corven

Key finding: Track record, reputation and relationships are key to choosing Corven

Why did you select Corven Consulting?

- "Track record of delivery. Established relationships and ability to build further relationships in a sustaining way"
- "Strong change management capability underpinned with solid management skills"
- "Good reputation"
- "Quality of personnel and knowledge of organisation"
- "Because of the product and service"
- "Seemed less obviously formulaic in their approach"

Who else did you consider for the work?

- | | |
|--------------|------------------------|
| • Booz Allen | • Capgemini |
| • McKinsey | • IBM |
| • Celerant | • Deloitte |
| • PA | • Ernst & Young |
| • Accenture | • Internal consultants |

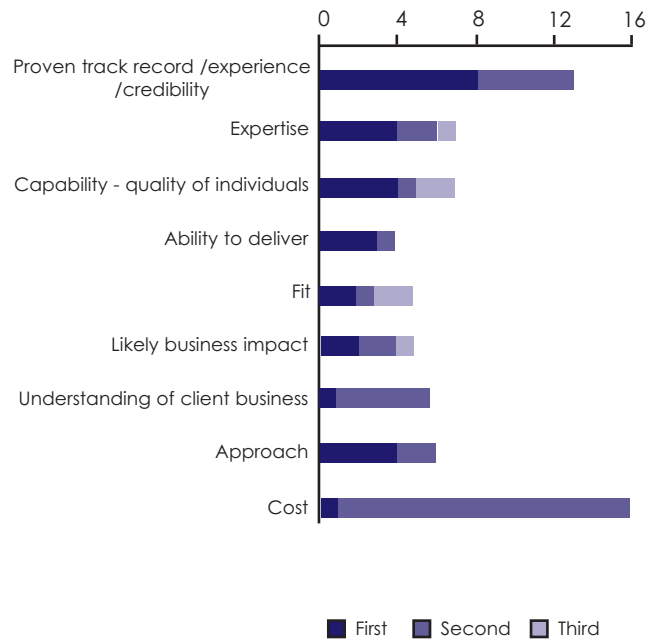
"Superior to other consultancy firms in their ability to become part of the team in a truly inclusive way"

Vice President, Process Fitness Design, oil & gas company

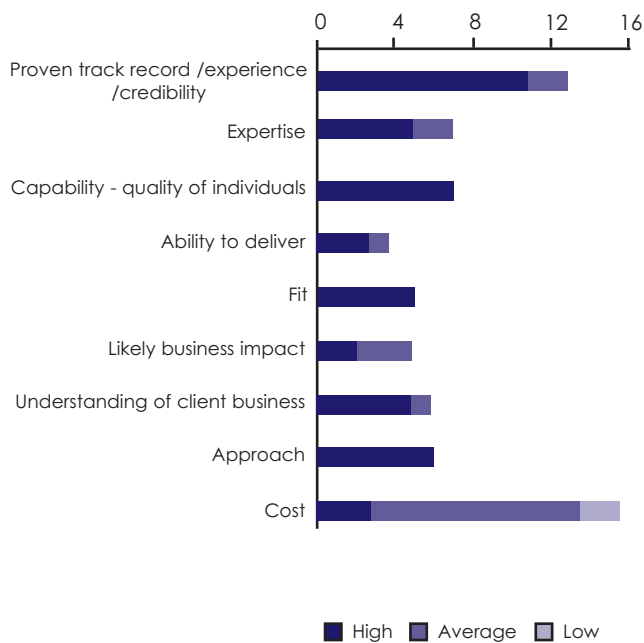
Client selection criteria and Corven's performance

Key finding: Corven rates well against key selection criteria

What are your most important criteria for choosing consultants?
(Total: 23 responses)



How does Corven score against these criteria?
(Total: 23 responses)



Corven's differentiation from the competition

Key finding: Clients appreciate our expertise and our approach

In what ways do you think Corven are different from their competitors?

Client centred:

- *"Very client focused – refreshingly so"*
- *"Investment they make in keeping in touch and building their knowledge of my organisation"*
- *"Corven take the trouble to understand us as a company and our business need as a client"*

Collaborative:

- *"Build good relationships with clients and willing to work federally (with competitors) to achieve the aims of the project"*
- *"Great team players"*
- *"Partnership approach is taken"*

Results focused:

- *"High energy and commitment to deliver the goods"*
- *"Very business orientated"*
- *"Corven think about how they deliver to my business need, not (selling a) method"*

*"They listen -
most consultants do not"*

Senior executive,
national logistics company

Expertise:

- *"Depth and maturity of experience of their consultants"*
- *"Understanding of industry, thinking proactively"*
- *"Superior change management approach"*
- *"In this respect [change management] I found Corven offer a consistently high quality of consultant who espouses the values and beliefs of Corven that I value so highly"*

Flexible:

- *"Different to competitors – flexible, adaptable and attentive to client needs and requirements "*
- *"Willing to refine prescribed approaches, tailor offering to challenge and budget"*
- *"More personal service – Corven demonstrate how they would fit their services to suit the business requirements"*

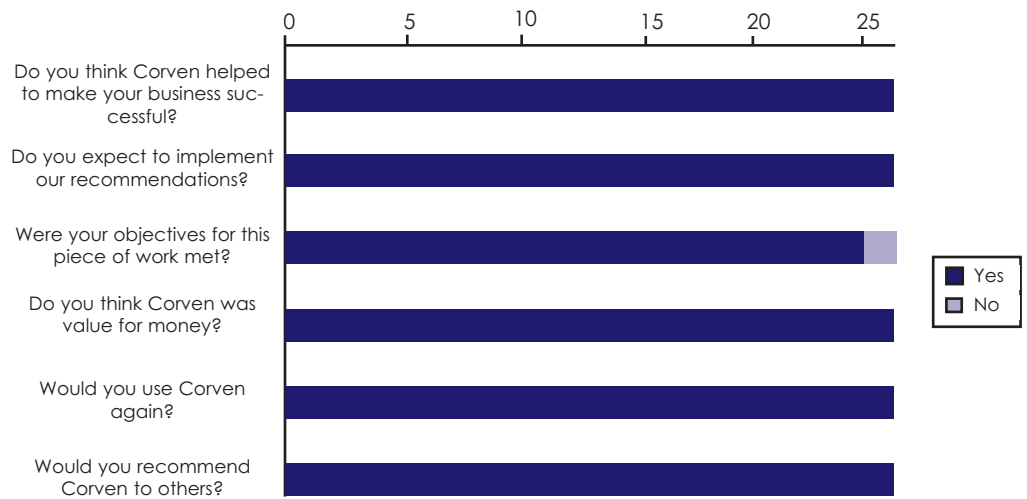
*"Change management is how they approach the problem rather
than it being an add on"*

Vice President, Process Fitnes Design, global oil & gas company

Impact of Corven engagements with clients

Key finding: Corven has high impact leading to re-use and recommendation

Corven's impact (Total: 26 responses)



“A highly professional organisation with tremendously strong people who will be able to add value to any organisation”

Local Compliance Director, large government department

“Highly recommended”

Senior executive, global utility company

“I have recommended Corven to others and we are developing another piece of work”

Senior executive, national logistics company

Experience of working with Corven

Key finding: Clients cite our people and our focus on results and building capability as key strengths

What were the best aspects of working with Corven?

- The majority (54%) of respondents mentioned our people:
 - *"The capability of personnel"*
 - *"The people, their enthusiasm and capacity for hard work"*
 - *"Flexibility and adaptability of consultant"*
 - *"Very high quality and personable people"*
 - *"Consultants were helpful, approachable and genuinely wanted to see success"*
- Other comments were around our focus on delivering results while building client capability:
 - *"Depth of insight that can be provided"*
 - *"Clear focus on outcomes. Respond to feedback, supportive yet challenging. Learning and transfer of skills"*
 - *"They build up a good understanding of the business and its priorities"*
 - *"Good skills transfer"*
 - *"Supporting the overall change including leadership"*
 - *"Wasn't talked at but skilfully helped to reach the right conclusion"*
 - *"Flexible and trustworthy approach – they will not use/sell more time than is needed"*
 - *"Learning and transfer of skills"*

"The people in terms of their expertise and willingness to work hard to deliver for the client"

Operations Director,
national utility company

Key finding: Although feedback is strong, we are continuing to invest in areas important to our clients

- Building greater sector knowledge and expertise:
 - Financial Services
 - Public Sector
 - Energy & Natural Resources
 - Utilities
 - Private Equity
- Recruiting the best consultants
- Enhancing service offerings and developing additional intellectual capital
- Consultant development
- Extending reach and capabilities into North America and Europe

Understanding of Corven's range of offerings

Key finding: Awareness of our full set of consulting offerings is mixed, but improving

Understanding pre-engagement

- *There was good understanding of some of offerings:*
 - 62% were fully aware of 'Developing the leadership capability required to lead change'
 - 50% were fully aware of our 'Improving performance'
 - 42% knew something of 'Improving the ability to innovate'
- *There was poorer awareness of others:*
 - 58% were unaware of 'Identifying and commercialising new sources of growth'
 - 65% were unaware of 'Buying and selling assets'
 - 50% were unaware of 'Realising value from large scale IT investments'

Understanding post-engagement

- 50% of respondents had a better understanding of Corven after working with us:
 - *"Yes greater understanding of full range of services"*
 - *"Yes, now have a good understanding of the range of capabilities"*
 - *"Yes, reinforced my views around change management"*

Consulting market developments

Key finding: In future, it is expected consultants will collaborate in targeted ways

Do you expect the way you use consultants to change in the future, and if so, how?

"I expect to increase the multi-vendor approach to consulting engagements"

Manufacturing senior executive, oil & gas company

- *More targeted use of consultants:*
 - *"Yes, we would ensure our objective was better defined"*
 - *"More focus on skills transfer"*
 - *"We have learned much about how best to target high quality resource in order to get best value for money"*
 - *"More engaged/rewarded on delivery of business results"*
 - *"Will be better informed to make optimum appointments"*
- *More collaborative working with other consultancies:*
 - *"I expect to increase the multi-vendor approach to consulting engagements and therefore suppliers need to work collaboratively with other firms to deliver clients objectives. I would also therefore expect consultants to establish clear demarcation of accountabilities with the client and other parties engaged in client space"*

Comparison with survey results from four previous years

Key finding: Much is consistent and our position is increasingly recognised

- Corven has grown steadily and now has a larger and more diverse client base
- Many themes are consistent with earlier years:
 - Strong reputation, track record and relationships are the source of most of Corven's work
 - Corven is rated very highly against buyers' key consultant selection criteria
 - We are differentiated from competitors in five areas:
 - Client focus
 - Collaboration
 - Experience and expertise (functional and sector/industry)
 - Flexibility
 - Focus on delivering results
 - Our people are seen as our greatest strength
 - Corven helps make businesses successful
- Clients increasingly recognise the focus on results and on building client capabilities as key strengths

About Corven Consulting

Corven Consulting is committed to helping organisations achieve sustainable results through building capability to deliver change. We immerse ourselves in a client's business, working alongside them in small, senior teams dedicated to helping them identify issues, design solutions and achieve their goals in a pragmatic way:

- We take an integrated approach linking strategy, people, operations and finance
- We focus on key issues that affect performance rather than being methodology led
- We align all levels of the organisation from CEO to the front line
- We ensure that change is sustainable by transferring capability to the client and building effective teams at all levels

Clients turn to us when they realise they are facing complex challenges that require practical approaches and the guarantee of tangible results. We work with leadership on a diverse range of issues, including:

- Defining and executing strategy
- Business redesign and implementation
- Developing the leadership capability required to lead change
- Post-merger integration
- Improving performance
- Identifying and commercialising new sources of growth
- Improving the ability to innovate
- Realising value from large scale IT investments
- Buying and selling assets

