



## How to start a Viable Consulting Business in 5 Days?

### Introduction

Consulting is one of the most attractive businesses today as more and more corporations are starting to feel the need for consultancy service to keep pace with the speedily changing business world these days. Moreover, consulting is impartial and objective, enabling businesses identify opportunities for generating new sources of substantial income. However, how to start a consulting business is one of the first tasks you are faced. There are various ways of approaching it. In this course, you would gain the necessary knowledge and expertise to give professional advice to help others. All you need is a good amount of experience, skills, and knowledge in your chosen field. Once you have figured out how to start a consulting business, you can easily get to focus on the fun of consulting!

### Objectives

On completion of this program, the professional will be able to strengthen his/her skills in these areas:

- Understanding Self: What are you selling that clients are willing to buy? Your consultancy competency set. Your brand. Your calling. (1/2 day)
- Applying Consulting Approaches, Tools, and Methodologies; Process Consulting, Do-Plan-Check-Act, McKinsey 7S, BCG Matrix, McKinsey Issue Tree and more, building on real cases (2 days)
- Consultation Skills: Transaction Analysis, Roles and Tasks of a consultant, Personal Consultation and Consulting Skills, Consultant as a Facilitator (1 day)
- Applying Professional Ethics (history of the consulting industry, and building the consulting mindset) (1/2 day)
- Managing Projects and Client's Expectations (1/2 day)
- Selling and Writing of Million Dollar Proposal (1/2 day)

### Content

Pre-Course Work: (Roughly 2 hours)

- Each participant should read articles and fill out the self-analysis form before coming to the first day of class.
- Fill out the competency assessment form. (It will be collected and compiled on day one. The forms will be returned to the participants.)
- Read the articles on "Building a Consultancy Practice in China" and "Complexity and Chaos". (These will be discussed on day one)

Daily Subjects and Contents (35 hours lectures + 3 hours homework)

- Day 1 : The Secrets of Management Consulting – Mindset
- Day 2 : Consultation and Personal Consulting Skills
- Day 3 : Change Framework and Organizational Processes
- Day 4 : Diagnostic and Consulting Toolkits
- Day 5 : Building a Practice and Delivering on the Promise

### Session Activities

- 10 half-day sessions, each 3.5 hours long. 35 hours total. Spread over 3 weeks
- Cases, role-plays, exercises, and games will be introduced to bring out the learning
- Each person keeps his/her own learning profile and diary
- Each person aims to develop his/her consulting CV and a brief brochure by the end of the program. Total homework at 3 hours
- Assessment will be made. Quizzes (4 altogether, 30 points), Personal Diary and CV submission (20 points) and submission of one's draft business plan (50 points). Participants must receive 70 points total to receive the certificate of completion

### Schedule

Day 1 Secrets of Management Consulting -- Mindset  
(12 September, Saturday)

1st Session 9am – 12:30pm

#### Modules

- Overview: consulting lifestyle and types
- Building a learning diary
- Understanding self, competency profiling
- Understanding business partners: exploring needs
- Introduction to the consulting process and the consultant's mindset

#### Delivery Mode

- Lecture
- Reality checks and survey feedback
- Team Discussion and group sharing
- Lecture and role play
- Exercise
- Self assessment

2nd Session 2pm – 5:30pm

#### Modules

- Getting the work started
- Writing the proposal
- Building a brand
- Discovering what the market needs
- Managing clients
- Collecting the information
- Project planning and managing your and their team of analysts
- Forming the case study
- Building a one-man consultancy practice

#### Delivery Mode

- Team Exercise on cases
- Short lectures throughout
- Guest speaker sharing
- Quiz

Day 2 Consultation and Personal Consulting Skills  
(13 September, Sunday)

3rd Session 9am – 12:30pm

#### Modules

- Synthesis: mapping components to solutions – consulting skills
- Analysis: sorting and analyzing data through interviews
- Capture client's perception, clarify, create potential solutions, coordinate the necessary change, confirm the transfer, and close the project

#### Delivery Mode

- Lecture, followed by peer review
- Exercise
- Role play

4th Session 2pm – 5:30pm

#### Modules

- Forming a course of action
- Transaction analysis
- The PADS model

#### Delivery Mode

- Case study and role play
- Exercise
- Sharing of Methodology in team
- Quiz



Day 3 Change Framework and Organisational Processes  
(19 September, Saturday)

5th Session 9am – 12:30pm

#### Modules

- Facilitating change
- Intervening a client's operation
- Managing change and the process of change
- Systems thinking
- Forming methodologies
- The Hong Kong Post Case

#### Delivery Mode

- Lecture
- Team discussion
- Presentation on case work
- Team discussion

6th Session 2pm – 5:30pm

#### Modules

- Understanding the roles of a consultant as catalyst
- Applying change models

#### Delivery Mode

- Team problem solving

Day 4 Diagnostics and Consulting Toolkit  
(20 September, Sunday)

7th Session 9am – 12:30pm

#### Modules

- Introducing "18-stage health-check" created by Charles Foley and Gregg Li
- Introducing other consulting methodologies
- McKinsey 7S
- McKinsey Issue Tree
- Management Audit (if time permits)

#### Delivery Mode

- Lecture
- Team discussion
- Presentation on cases
- Quiz

8th Session 2pm – 5:30pm

#### Modules

- Corporate Governance and performance matrix
- The Balanced Scorecard
- Strategic consulting

#### Delivery Mode

- Exercise - structuring an offsite strategic meeting
- Case work
- Quiz

Day 5 Building a Practice and Delivering on the Promise  
(26 September, Saturday)

9th Session 9am – 12:30pm

#### Modules

- Making money in Consulting
- Finalizing one's own CV or team CV
- Understanding and applying the professional code of ethics
- Managing projects and client's needs e.g. being culturally aware and sensitive

#### Delivery Mode

- Team problem solving
- Presentation by each person to his/her team
- Feedback by tutors and participants

10th Session 2pm – 5:30pm

#### Modules

- Make your proposal look more professional
- Get on your client's radar screen
- Manage your client's expectations
- Write to express, not to impress, using the right words.
- Structure your proposal, in a logical and coherent manner
- Write a proposal

#### Delivery Mode

- Team discussion and presentation
- Submission of CV and business plan for assessment
- Summary
- Q&A and evaluation

### Suitable for

- Bachelor degree at least, plus 5 years of experience in project management and general supervision. MBA preferred but not mandatory
- People who are planning to start consulting business

Provost and Master Trainer: Professor Alfred Ho



Professor Ho is currently the Provost and COO of the Academy of Management Consultancy and is responsible for the quality control and coordination of all major programs. Over the last thirty years, he has worked on more than 300 organisational review, improvement and development projects with the Hong Kong Government, NGOs, and private organisations during his association with institutions like the Hong Kong Productivity Council, Vocational Training Council (specifically its Management Development Centre of Hong Kong), Omega Consulting Group, Poon Kam Kai Institute of Management,

and the Hay Group. Client organisations have included the Hutchison Whampoa Group, Modern Terminals Limited, Hong Kong Telecom (now PCCW), Hong Kong Air Cargo Terminals, SmartTone, Pizza Hut, Education Department, the Civil Services Training & Development Institute, ICAC, the Judiciary, Hong Kong Council of Social Services, the Bank of China Group, the Personnel Bureau of the Guangdong Province, etc.

Professor Ho was one of the masterminds who developed the Professional Foundation course in Management Consultancy in 2000. In 2003, together with Dr Gregg Li, he led the first management consultant development program in the Mainland in collaboration with the Fudan University, Shanghai. In 2004, he led the IMCHK project team in identifying and defining the competencies for management consultants in Hong Kong and the Mainland in collaboration with the Tsinghua University, a project funded by the HKSAR Government's Professional Services Development Assistance Scheme (PSDAS).

Professor Ho is Hong Kong's first Oxford University qualified development adviser, assessor and verifier for the NVQ (National Vocational Qualification) in Management and was responsible for introducing the competency-based HR recruitment, assessment and development approach into Hong Kong, whose spirit and model after more than a decade are now adopted by HKSAR government's QF (Qualification Framework) system.

In addition to conducting training & development sessions and engaging in consultancy projects in Hong Kong, He leads strategy formulation, change facilitation and senior management seminars in the Mainland, Macau SAR, Thailand, Singapore, Malaysia and Australia.



Qualifications:

- Bachelor of Social Sciences, The University of Hong Kong
MBA, The University of Hong Kong
MSc in Information Systems, The Hong Kong Polytechnic University
Oxford University certified Development Adviser, Assessor and Internal Verifier in Management (NVQ - National Vocational Qualification system)
Certified Management Consultant (CMC) - International Council of Management Consulting Institutes
Adjunct Professor, Bulacan State University, Philippines - providing supervision to local Doctor of Business Administration candidates

Professional membership:

- Member of the Chartered Management Institute, UK (MCMI)
Fellow of International Institute of Management (FIIM)
Fellow of the Institute of Training Professionals (FITP)
Fellow of Institute of Management Consultants Hong Kong (FIMC)

Subject Area Expertise:

- Creativity & Innovation
Thinking Skills (Six Thinking Hats; Lateral Thinking)
Strategy Formulation; Vision-Mission-Value Facilitation
Corporate Turnaround
Team Building
Executive Coaching
Train-the-Trainer

Master Trainer: Dr Thomas Tang



Dr Tang has over 15 years of experience in consulting and teaching, many of which were involved in managing multimillion dollar projects where English is the medium. He has been associated with GML, PA Consulting, and ERM; and is one of the AMC's most experienced master trainers. He brings an understanding to help Asians compose sensible proposals and reports to an international audience. His background provides the context for participants learning how to present themselves in an international and global environment. As

a director at the Global Institute of Tomorrow, one of his missions is to help leaders around the world understand one another.

During 1999 to 2001, Dr Tang was the Managing Consultant at the Hong Kong office responsible for business development, assignment management and sales & marketing for PA Consulting's Government & Public Services Practice in Hong Kong. At that time, he worked in a team of 6, leading projects on e-business, outsourcing, organisational effectiveness and project management.

Before that, Dr Tang worked for 8 years as an environmental consultant starting in the UK and then in Hong Kong, where he was involved in or led projects on environmental management systems, policy analysis and corporate responsibility. Positions held: Managing Director (1998-1999), Director (1996-1998), Principal Consultant (1995-1996) and Senior Consultant (1991-1995).

Qualifications:

- BSc Hons (Industrial Chemistry), City University, London
MBA, Henley Management College
PhD (Materials), City University, London
Certified Management Consultant (CMC)

Professional membership:

- Visiting Lecturer at The Hong Kong Polytechnic University (2000-2001)
Lead Tutor in Strategy, Change Management and Operations Management for the National University Of Ireland (UK)
Lead Tutor for Organisational Development and Marketing for LaTrobe University (Australia)
Principal EARA Environmental Auditor (qualified 1998)
Member of Associate Faculty, Henley Management College (since 1997)
Member of the Royal Society of Chemistry (since 1985).

Subject Area Expertise:

- Consulting Skills
Change Management and Business Strategy
Communications and Stakeholder Engagement
English Reports and Proposals
Leadership
Public and Private Sector Policy Research

Master Trainer and Quality Assessor: Dr C Y Wong



Dr Wong is the CEO (Chief Executive Officer) of the Academy and is one of our most seasoned industrial engineers and consultants, with over 30 years of both hands-on consulting and training experiences.

Dr Wong is a practitioner, having managed and run many factories since 1976. In 1976, he started his career as a Factory Manager with one of the top leather manufacturers in Hong Kong. In 1979 CY joined the largest aluminum & brass extruder in Hong Kong. In 1982 a "Fortune 500" company in the region, working on metal tyre valves, tyre pressure gauges & automobile accessories. He later became the Managing Director of a trading and engineering enterprise in 1985.

Dr Wong is a quality guru and trainer, notably in areas such as workflow, productivity improvements, and quantum improvement in efficiencies. For over 10 years, Dr Wong has been associated as a Senior Advisor at the Management Development Centre (MDC) of the Vocational Training Council specializing in Manpower Planning, Project Management, Cost-Benefit Analysis, Engineers as Managers, Training Needs Analysis, Quality Improvement and Service Quality

Dr Wong is also a management subject specialist and university lecturer. C Y has extensive experience in management development and teaching. He was a part-time visiting lecturer for management subjects at The University of Hong Kong 1977-2005 and also at The Hong Kong Polytechnic University 1985-present.

Dr Wong is also a seasoned management consultant, having advised a multiple lists of clients from Hong Kong Tramway to Philips Manufacturing over the years. Dr Wong sits on the Council of the Institute of Management Consultants and has examined numerous consultants for the certification of CMC (Certified Management Consultants).

Qualifications:

- DMS, Hong Kong Polytechnic University
MSc., University of Durham, UK
PhD, University of Wollongong, Australia
Oxford University certified management NVQ adviser, assessor and verifier
Certified Management Consultant (CMC)
Adjunct Professor (ICN Graduate Business School, University of Nancy, France; and Bulacan State University, Philippines)
Chartered Professional Engineer (Mechanical) Prof. Membership:



Professional membership:

- Fellow of International Institute of Management (FIIM)
Fellow of the Chartered Management Institute (FCMI)
Member of Institution of Engineer, Australia (MIEAust)

Subject Area Expertise:

- Project Management
Quality Operational Improvement
Corporate Turnaround
Coaching
Train the Trainer
Presentation Skills
Problem Solving and Decision Making

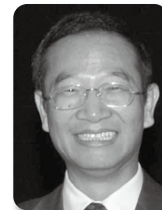
Guest Speaker: Dr Gregg Li



Dr Li has more than 30 years of hands-on and management consulting experience in the US and Asia. He has been associated with the consulting and research arms of the East West Center, American Express, Citibank, Coopers & Lybrand MCS, Omega Consulting; and he ran the management think tank at The University of Hong Kong as their Chief Executive; and now as Principal of Corporate Governance Practice, Aon Asia.

Dr Li is a Fellow of the International Institute of Management, the Hong Kong Institute of Directors, and the Institute of Management Consultants in Hong Kong. He is the founding President of the Institute of Management Consultants Chapter in Hong Kong and is a Certified Management Consultant (CMC). He is a Visiting Professor at Tsinghua University, The Chinese University of Hong Kong, The University of Hong Kong, and The University of Hawaii in corporate governance and strategy and is a frequent international speaker and course developer on issues of management consulting and corporate governance. He attended Washington University in St. Louis (BA), the University of Hawaii at Manoa (MA), University of California at Los Angeles (MBA), and the University of Warwick in UK (Eng. D). He was a member of the Central Policy Unit of the HKSAR Government.

Guest Speaker: Dr Stephen Ng



Dr Ng is Managing Director of QuST Continuation Limited and Associate Project Director of Poon Kam Kai Institute of Management, The University of Hong Kong. He headed up the Executive Training and Development Stream for the Institute of the university in 1999 to 2002.

Dr Ng is formerly a Director at Motorola Semiconductors, Asia where he spearheaded the Change Program, 3PLs & 4PLs and Customer Responsiveness Centers for Motorola throughout the world. Stephen was also instrumental in helping design and deliver of Leadership, Strategic Planning, Supply Chain Management, Quality and Services related programs for the Corporation and Motorola University in Asia.

\* The Continuing Education Fund (CEF) subsidizes adults with learning aspirations to pursue continuing education and training courses. Eligible applicants will be reimbursed 80% of their fees, subject to a maximum sum of HK\$10,000 (whichever is the less), on successful completion of a reimbursable course. The fees for more than one reimbursable course may be reimbursed, subject to the maximum ceiling of HK\$10,000 per applicant not being exceeded.

Guest Speaker: Mr Wilfred Tsui



Mr Tsui had been the Judiciary Administrator of the Hong Kong Judiciary from 1999 to 2005, responsible for providing an efficient support system to the various levels of Courts and Tribunals and improving access of the public to the administration of justice. He had been successful in leading the Judiciary Administration to go through an organization development process since 1999, resulting in winning the Silver Award in the Hong Kong Management Association's Quality Award in 2005.

Prior to that, Mr Tsui was the Deputy Director (Management and Human Resources) of the Hospital Authority, Hong Kong from 1991 to 1999. He was instrumental in the formation and setting up of the Authority; designed and successfully implemented a new management initiative, involving introduction of a new management structure, systems, people development, and most importantly a customer oriented culture into all public hospitals. In addition, he had over 20 years' public sector management experience as an Administrative Officer and Executive Officer in the Hong Kong Government.

Mr Tsui has developed a special interest in change management, continuous quality improvement and organization development in the general management area, as well as in the specialized fields of hospital and court administration.

Table with course details: MKM9009 (Course), dates (12, 13, 19, 20 and 26 September), time (9:00am - 5:30pm), language (English), location (Hong Kong Institute of Marketing, 3/F, 88 Commercial Building, 28-34 Wing Lok Street, Sheung Wan, Hong Kong), duration (40Hours, 40CPD hours), fee per head (HK\$12,800), and contact info (2152 3018 (Ms Fung) / 2104 2280 (Mr Yip) enquiry@academym-hkim.org)