



Management Consultancy

Recruitment Channel Report 2008

Top-Consultant.com

Global Opportunities in Consulting



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Introduction

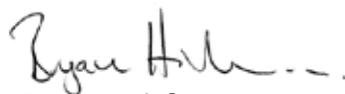
Now in its seventh year, this unique report has been produced to help those facing the challenges of the UK management consultancy recruitment market in the coming year.

It has been built around a comprehensive survey of management consultancy candidates, to which we received over 1150 responses this year and have had over 7,100 responses in total, and is complemented by over 150 responses to a separate consultancy recruiters' survey. This report will give you the insights you need to enhance the effectiveness of your recruitment campaigns in 2008/9.

Part I of the report is based on responses to the recruiter survey and focuses on recruitment and retention data and trends within management consultancy. Our thanks go to all those that contributed.

Part II looks at the appeal and effectiveness of different recruitment channels from the candidate perspective and includes rankings of recruitment agencies, job boards, offline providers and so on.

In what is undoubtedly a tougher recruiting climate following several months of uncertainty and fallout from the global credit crunch, the 2008 Recruitment Channel Report looks behind the gloomy headlines and reveals much more optimism and drive for growth than it hoped to find. I hope you find the report a useful resource that positions you for a successful year.



Bryan Hickson

Sales Director

www.Top-Consultant.com

Part I

Recruiter poll results

Data collected from 150+ management consultancy recruiters



Retention rates – How are they likely to evolve in 2008 compared with 2007?

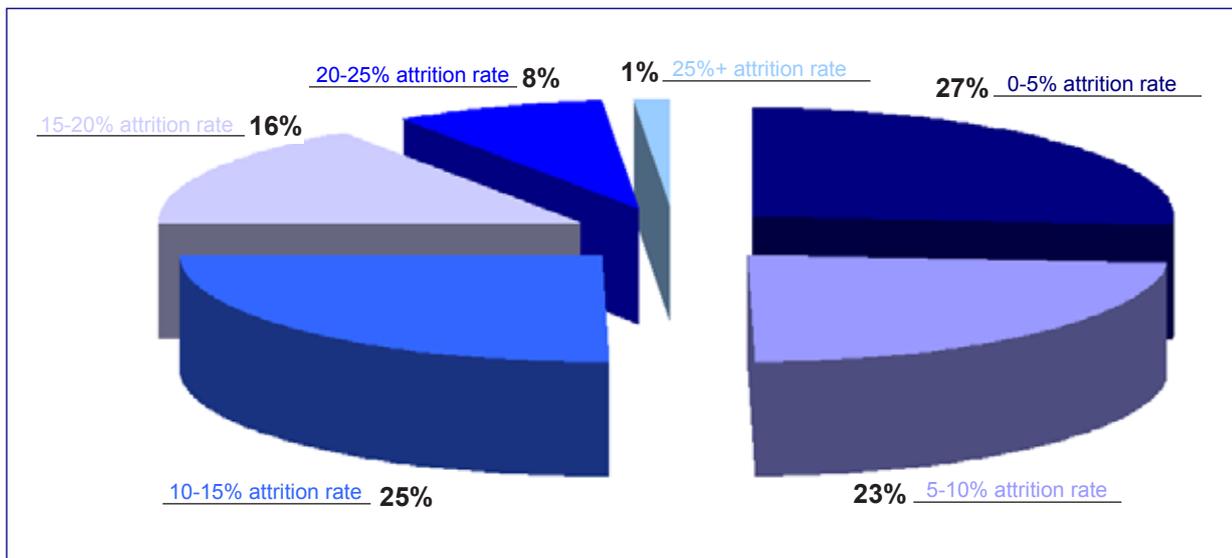
The UK consulting market as a whole is experiencing a median rate of staff loss of just over 10%, which is more or less unchanged from 2007. In fact, this year's results are remarkably consistent with the attrition rates reported last year in each of the six different segments.

What's particularly encouraging is that the expectation from the candidate-side that attrition rates would deteriorate markedly through 2007 has not materialised. At that time, a worryingly high 80% of respondents forecasted that rates of staff loss would worsen considerably over the coming 12 months. (*Top-Consultant.com Retention Report Q1 2007*)

Recruiters were also forecasting increased churn at that time. 41% of respondents to last year's Recruitment Channel Report poll were expecting attrition to worsen with another 41% of respondents expecting attrition levels to stay at similar levels to 2006.

Retention will continue to be a key challenge for consulting firms -- of that there is no doubt. But now, 38% of recruiters looking forward to the next 12 months expect the staff attrition problem to actually ease slightly overall, with only 26% expecting attrition rates to worsen.

Figure 1: What staff attrition rate has your consulting business experienced in the last year?

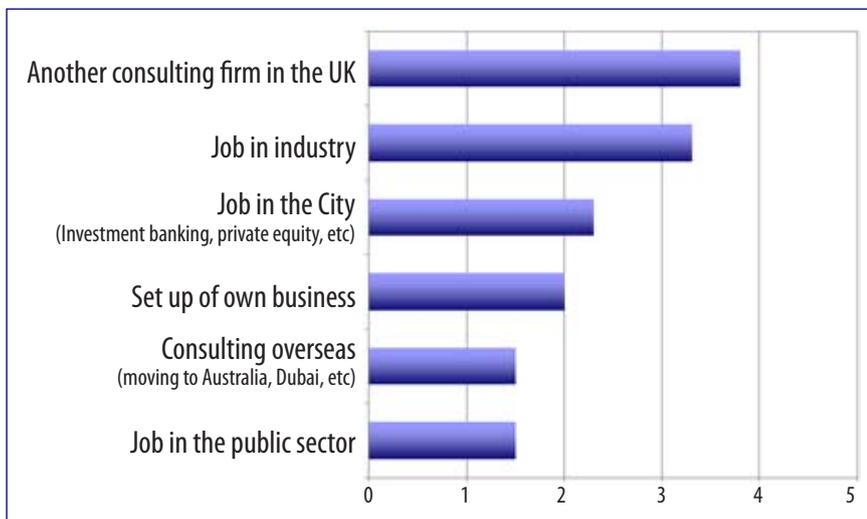


Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

Exit interviews can uncover practical strategies consulting firms can put in place to reduce attrition. We asked recruiters to tell us where consultants were moving on to when they left their firms this year.

We can also see, perhaps unsurprisingly given the credit crunch, a decreased attraction among consultants to seek a job in the City which has until recently been a popular destination for consultants looking to cut down on business travel and improve on their rewards.

Figure 2: What types of roles are consultants moving on to?



Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

This is a change that is not lost on consultancy recruiters as they plan their retention strategies. In response to the poll question "Please list any other factors you believe are pushing consultants to change jobs in the current market" a recruiter stated: "For us it was primarily the allure of larger compensation at Investment Banks. Thankfully now that industry is in the toilet we hopefully won't lose as many consultants down that route in 2008!"

Comparing this year's data with last year's we can see an increase in the attraction to consultants of moving into industry/'client-side'. Indeed, this finding is corroborated by the candidate poll which shows an increased preference among consultancy jobseekers to consider industry roles when they next look to change jobs. One could surmise that this trend is set to continue in the face of market jitters and the fact that the consulting sector is more susceptible than most to periods of economic uncertainty.

The most popular destination for consultants leaving their firm in the past year has been another consulting firm, so reducing the number of job-switchers is far more of an issue to HR Directors and Managers than trying to prevent consultants progressing their careers outside of consultancy. The single biggest opportunity for firms remains to identify why consultants are leaving their consultancy firm to move to another and then to address those issues as quickly as possible.

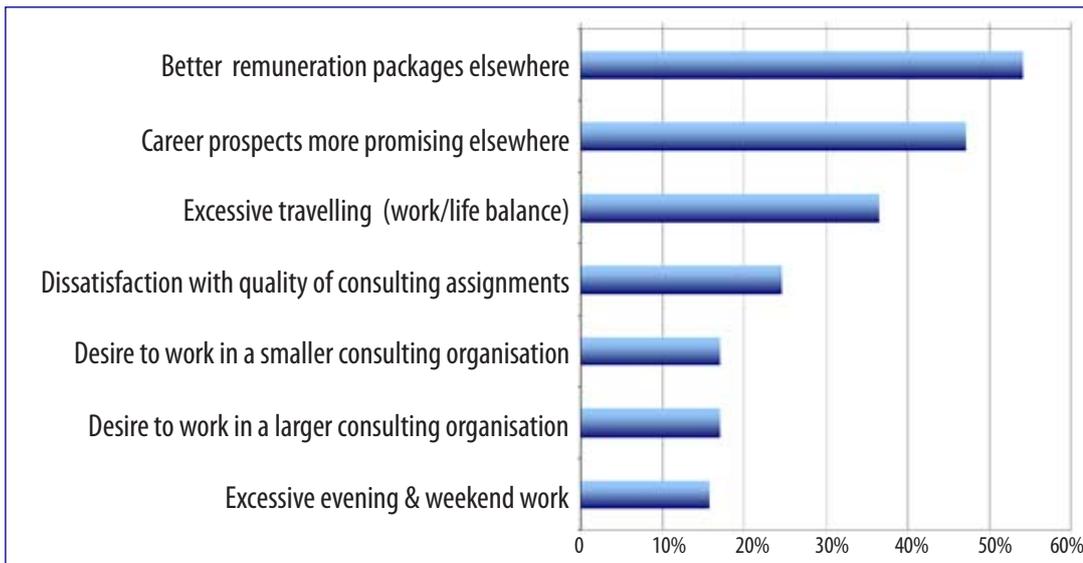
Increasing their remuneration remained the biggest single reason for consultants to change jobs in 2007.

Despite remuneration being the biggest single driver for consultants this past year, increasing consultants' rewards is perhaps the factor that consultancy firms find most difficult to address in today's tougher market.

There are, however, other aspects to a consultant's career that firms can transform without any further outlay on salaries.

The frequency with which candidates are citing 'career prospects' as their reason for moving on is, for example, on the rise. Promotions have always been a key element in this competitive industry, of course, and now more than ever delivering on career progression promises can be a significant differentiator between firms.

Figure 3: Exit interviews - Reasons given for consultants leaving



Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

Similarly, travel demands made on consultants also continue to be a key reason for dissatisfaction this year; the willingness of firms to allow home/remote working is another area that could pay dividends in terms of staff retention.

Recruitment trends

Market jitters have resulted in a delayed start to recruitment this year, though recruiters are expecting to make more hires overall in 2008 than in 2007 in spite of the market conditions at the turn of the year.

The credit crunch, its coverage in the media and the subsequent fears for the global economic outlook have had an undoubted effect on the overall number of management consultancy recruitment campaigns embarked upon in the last few months. In both booming markets and when businesses are cutting back, consultancies will be winning work, staffing projects and advising clients. But with uncertainty about the economic outlook comes a hesitation for consultancy's clients to sign off new engagements and that hesitation almost immediately impacts on recruitment activity.

In this year's poll we asked how these market conditions had affected recruitment plans. The feedback was encouraging overall:

- Only 18.9% of consulting firms had scaled back their hiring targets for 2008 as a result of the recent economic uncertainty
- 22% reported that major recruitment campaigns for 2008 have not yet got underway as consulting firms were waiting to see if a recession was looming
- Only 9.4% report that recruitment budgets for 2008 are being scaled back in light of changed market sentiments
- Only 1.3% of respondents have put recruitment on hold as a result of market jitters

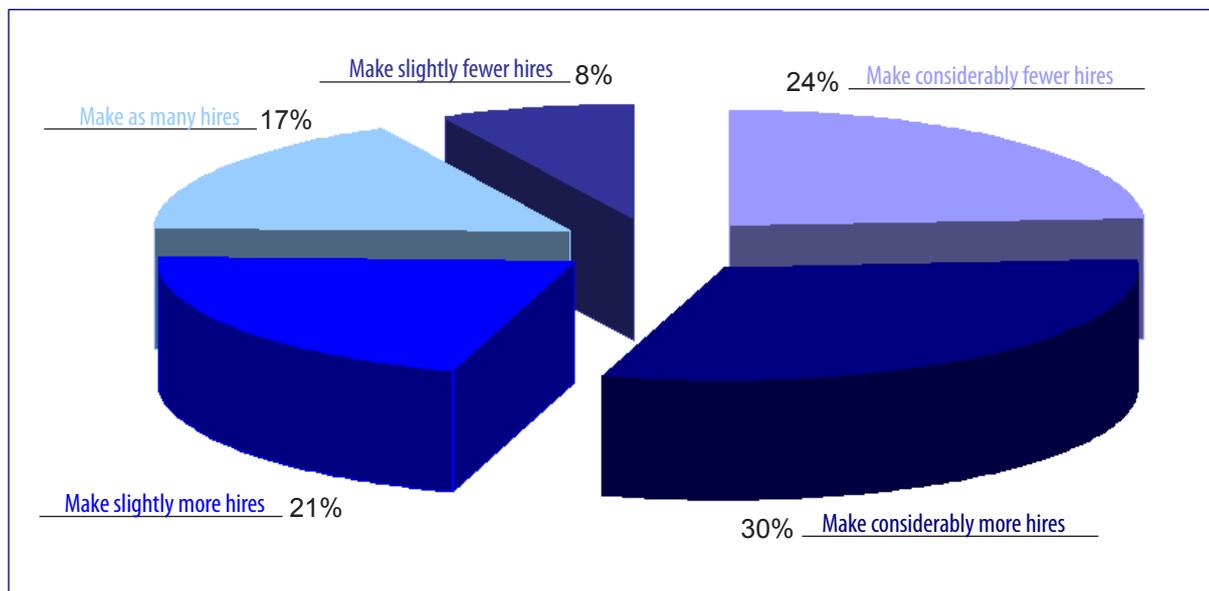
Fortunately a corner has been turned and though a few firms are still struggling, most are reporting that clients are now signing off on new projects. Campaign numbers are now recovering sharply and far from derailing recruitment activity for the next 12 months or longer, recent uncertainty seems merely to have delayed 2008's search for consulting candidates in most cases.

In spite of the early setback, recruiters still expect to make more hires in 2008 than in 2007

Expectations are certainly high for the coming year with a staggering 75% of consulting employers reporting they are looking to hire staff this year at least as fast as they did in 2007 – and 2007 itself was considered to be an exceptionally

buoyant recruitment year. What's the more remarkable about this figure is that it must be remembered that there is an overall perception that attrition will ease over the coming year so recruiters will not be recruiting as hard as they were last year simply to replace candidates who are leaving – a higher proportion of recruitment effort this year will be to fuel a net increase in headcount.

Figure 4: 2008 vs. 2007 recruitment targets



Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

High as they are, these recruitment target expectations are not, unsurprisingly, as high as those recorded in 2007. 2008 results follow in detail, alongside 2007 results.

Figure 5: 2008 recruitment targets

Target	2008	2007
Make considerably more hires than in the previous year	23.90%	43.48%
Make slightly more hires than in the previous year	30.82%	29.71%
Make as many hires as in the previous year	20.75%	19.00%
Make slightly fewer hires than in the previous year	16.98%	7.25%
Make considerably fewer hires than in the previous year	7.55%	1.00%

However, having had recruitment more or less on hold in January, many firms now have some very sizeable hiring targets to hit and only 10 months of the year left to hit them. In total, we estimate that firms will need to recruit ~18% of current headcount to counter attrition and deliver business growth (forecast for 2008 at 10%). This recruitment target is down from the 24% figure calculated for 2007.

Figure 6: 2008 forecast growth and hiring targets

Area	2008 Forecast	Notes
Market Growth (Fees)	10%	Down on 2007
Fee Rate Increases	0%	Subdued market for fee rate rises
Volume Growth (Billable Days)	10%	
Spare Capacity	(2%)	Little to zero spare capacity
Attrition	10%	Marginal improvement
Target Rate	18%	Compares with 24% in 2007

How do they expect to do this and where will the candidates come from?

We asked: "Which pools of candidates do you expect to make most of your hires from in 2008?"

Interestingly, the appeal of University leavers and MBA finalists this year is down on last year but the appeal of experienced-hires has increased. Doubtless we shall see that poaching from other consultancies remains the most likely source of hires to meet this demand. We may also see an increased willingness to bring in talent

from outside the consulting industry as the year unfolds and as the supply of active experienced-hire consulting candidates fails to meet demand.

This heightened focus on the hiring of experienced-hires – and the lower priority attached to the hiring of finalists – means it is critical for recruiters to optimise their campaign approaches for recruiting experienced hires. Part II of this report provides excellent insights in this respect, being based on candidate data from 1,150 experienced-hire candidates.

Figure 7: Pools of candidates

<u>Area</u>	
Experienced hires from other consulting firms	5.23
Experienced hires from industry	3.62
Experienced hires from the City	2.03
Experienced hires from the Public Sector	2.01
MBA finalists	1.81
University leavers / Finalists	1.70

Part II

Recruitment channel survey results

Data collected from 1,150 management consultancy candidates

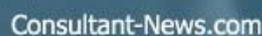


Introduction

Some aspects to management consultancy recruitment have not changed since Top-Consultant.com ran its first annual recruitment report back in 2002; some most certainly have. Still only a small proportion of consultants see themselves as career consultants and most will at some point in their careers look to move out of consulting. Fewer still will see themselves as 'company' women and men and most will sooner or later look to move to another, competitor consulting firm. These are constants in consulting.

What has changed significantly in the last 7 years, however, is how these consultants now go about making their career moves and the channels that they and the consulting recruiters that they engage with choose to use. This part of the 2008 Top-Consultant.com channel report looks at the channels available, candidates' preferences and how those preferences have changed and are changing still.

This year, we had over 1,150 respondents to our candidate survey. Over the years, we have solicited and collected responses online by consulting candidates reading one of a number of consulting news sources:



- Readers of Consultant-News.com
- 10,000+ readers per month searching for consulting news on the Google News, Yahoo News or MSN News channels
- Readers of the Institute of Business Consulting's e-newsletter
- 9,000+ practising UK consultants
- Readers of Top-Consultant.com's UK newsletter (70% consultants, 20% in industry, 10% students)

By definition all those candidates that participated in the survey do actively use the internet and results should be viewed in light of this. But results come from a far wider audience than just the Top-Consultant.com readership and the report findings themselves have supported the notion over the years that there is a lack of bias in the sample. Firms that have not used, or only very rarely used Top-Consultant.com have often appeared in the candidate rankings suggesting that this is a truly representative sample of the total management consultancy candidate pool.

The findings should therefore prove to be the definitive guide for both candidates and recruiters to recent trends in the management consultancy candidate market.

Recruitment channels – Size, effectiveness and candidate preferences

2007/8 - A Snapshot

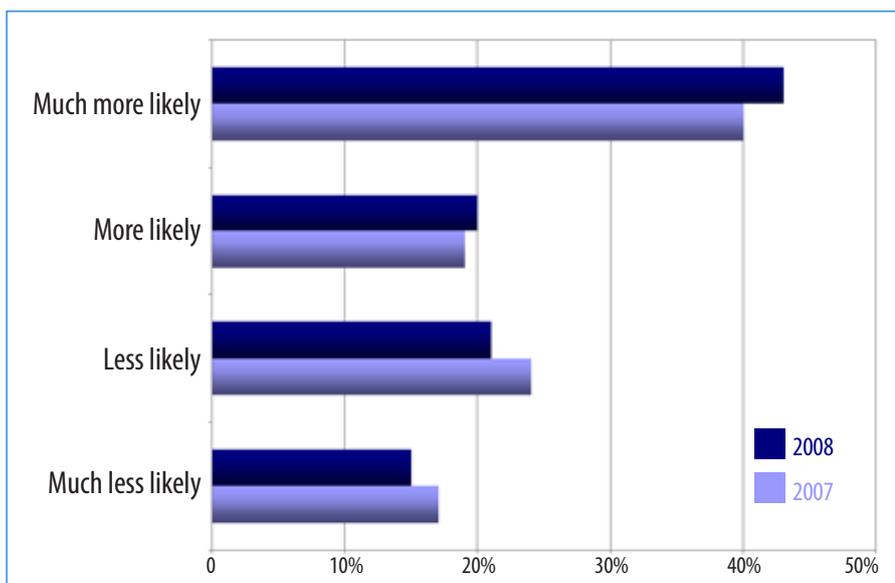
This year we had responses from consultants at all the major consulting firms including Accenture, Bain & Co, Capgemini, Ernst & Young, IBM Business Consulting, KPMG, McKinsey & Co, OC&C, PA Consulting Group, PwC, etc. We also had many responses from candidates employed at niche consulting firms and potential industry hires looking to move into consulting.

Respondents this year included Change Management consultants (24.6%), Strategy consultants (24.1%), Programme Management consultants (15.1%), Business Process Improvement consultants (14.4%), IT/Technology consultants (14.1%), etc.

They specialised in a wide range of sectors: Financial Services (42%); Public Sector (29.2%); Telecoms, Media and Entertainment (28.5%); Energy and Utilities (19.5%); Retail / Consumer Goods (18.6%) etc.

More consultants are planning to change jobs this year than did last year meaning that the pool of experienced consultancy hires should be larger. Looking at this another way, candidate intentions suggest staff attrition will actually worsen over the coming year, putting the candidate view at odds with client expectations on this matter.

Figure 8: How likely are you to change employer in the next 12 months?



Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

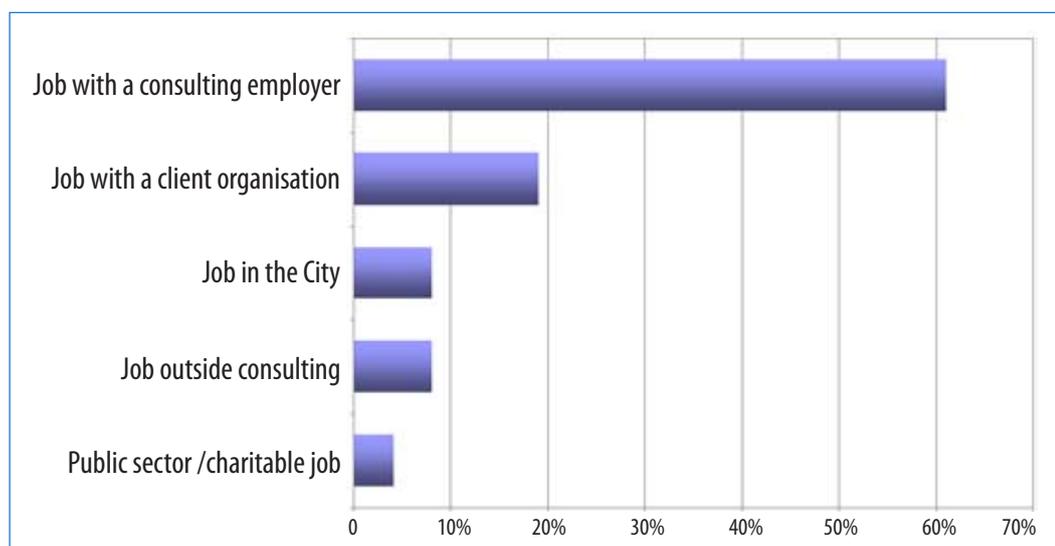
Of those respondents who are planning to change jobs in the next 12 months, the industry can take some comfort at least in the fact that the majority intend to remain within consulting.

We asked: "If you were to change jobs in the next 12 months, would you be likely to secure a job in consulting or move to a job outside of consulting?"

Moving away from candidate intentions now and looking back at candidate activity over the last 12 months, we can see that when candidates most recently sought a new job, they made on average 14 applications each.

Tracking those applications gives us a snapshot of the candidate reach and application volumes recruiters can expect to receive from each of the 5 major recruitment channels.

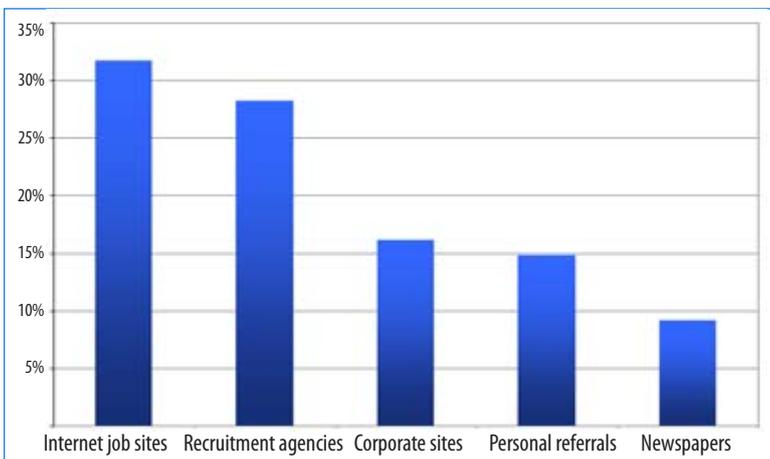
Figure 9: In the next 12 months I'm most likely to accept:



Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

Our 1,150 respondents were asked to record how many applications they made through the five major recruitment channels. This produces one measure of the importance of each recruitment channel within a recruitment strategy – the share of CVs produced per channel.

Figure 10: Share of applications - 2008



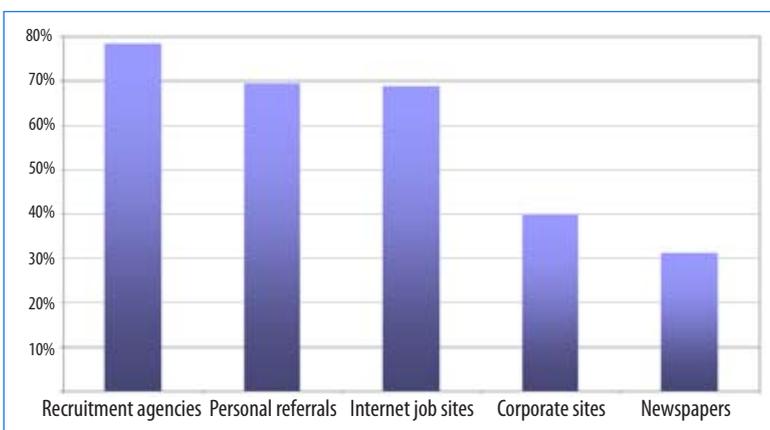
Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

What is immediately apparent is that, like last year, internet job boards and recruitment agencies are critical in generating candidate applications – together they account for 60% of applications made. The share of applications for corporate sites and personal referrals is fairly consistent with last year's results with 16% and 14% respectively. Newspapers bring up the rear with 9% share of applications.

What's also apparent when we look at the channel penetration figures (the percentage of candidates that actually submitted an application via each of the channels) is that no single channel alone will reach all candidates.

Recruiters must consider both market penetration and share of applications when deciding on the balance of channels to use. Though internet job boards generate lots of applications, they still do not reach all candidates. Put another way, what the channel penetration figures show recruiters are not just the percentage of candidates that they are reaching via each channel, but also the percentage of candidates that they are failing to reach.

Figure 11: Channel penetration - 2008



Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

Trends in candidate behaviour

The survey now examines the volume and penetration of each of the different recruitment channels separately and examines the trends that have evolved over the seven years that we have been collecting data. Married to what respondents have told us they will do the next time they look to change jobs, we are able to make predictions about future candidate behaviour and channel use.

Candidates were questioned about their use of – and experiences of using – five key recruitment channels:

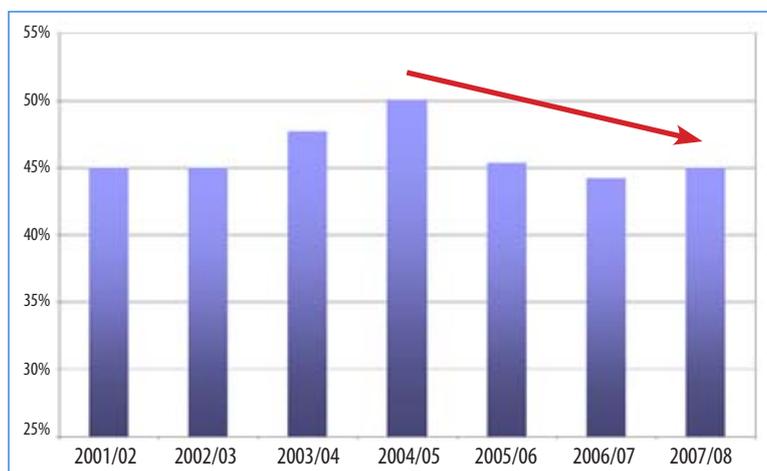
- Corporate websites
- Personal referrals
- Newspapers
- Recruitment agencies
- Internet job sites



Corporate sites

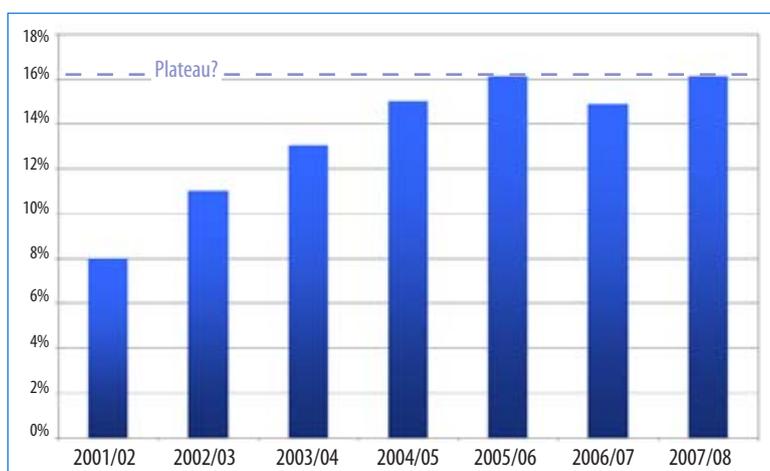
With hundreds of corporate sites out there for candidates to apply to directly, it is remarkable that only 40% of respondents applied to any of these sites. And the penetration figures have fallen from a high of 50% three years ago. Clearly the trend suggests candidates' experiences of corporate sites is driving them away.

Figure 12: Penetration - Corporate sites



Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

Figure 13: Share of applications - Corporate sites



Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

Consulting firms' intentions of developing online application systems as a low-cost channel for candidate acquisition have been compromised by their inability to provide a candidate-friendly means of engaging with their firm. Survey feedback is quite clear on the matter and shows that candidates are increasingly unwilling to use online application systems that give few opportunities of speaking to recruiters in advance of the application and offer little chance, candidates tell us, of hearing back from the firm after the application has been made.

We should also acknowledge here that many of those applications achieved by corporate sites are actually a result of traffic that has reached them *indirectly* from other channels. Research has shown that candidates are likely to visit a company's website when they see an advert for that company on an internet job board. They are then unlikely, however, to return to the jobboard to make their application. (CareerJournal.com)

We suggested last year that the share of applications achieved by corporate sites had reached a plateau of around 16% and this year's results are consistent with that suggestion. Survey respondents made on average 2.4 management consultancy job applications through corporate websites last year.

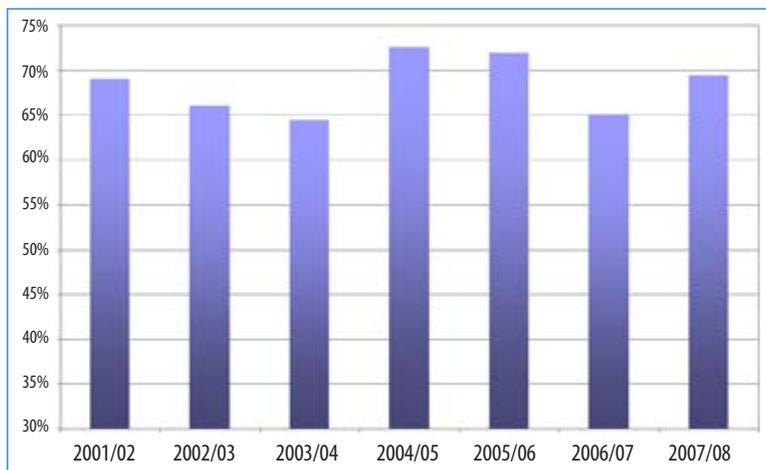
Personal referrals and bounty schemes

For the last seven years, bounty schemes have consistently achieved high market penetration generating applications from ~2/3 of all candidates. What's more, as we shall see later, they have also been the most highly-preferred way for candidates to make recruitment applications in management consultancy.

Consultancies that are able to mobilise an effective internal referrals scheme will be at a distinct advantage over competitors who cannot. It is unlikely that personal referrals will ever be able to generate a massive share of applications – few consultants are so well-connected to be able to leverage unlimited approaches through their networks. However, the share of applications achieved is on the rise as consultants increasingly reach out via online alumni, social and professional networking tools. The referral mechanism is also market-driven of course. When more candidates are changing firms, more candidates will be able to make applications through personal referrals.

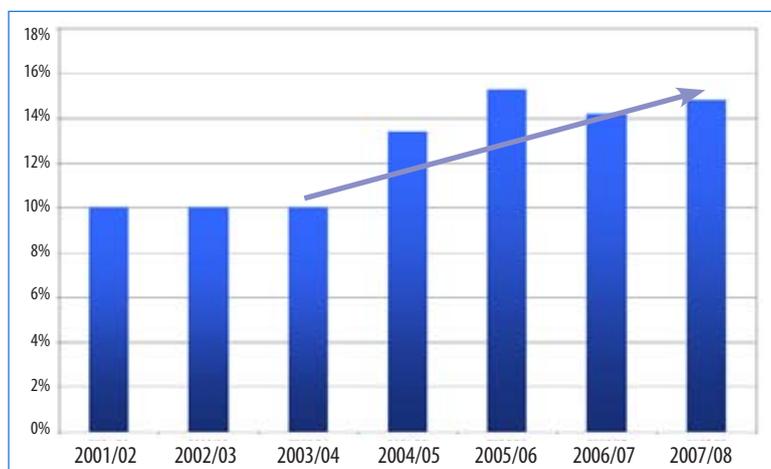
Respondents to this year's survey had made on average 2.2 applications through personal referrals.

Figure 14: Penetration - Personal referrals



Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

Figure 15: Share of applications - Personal referrals



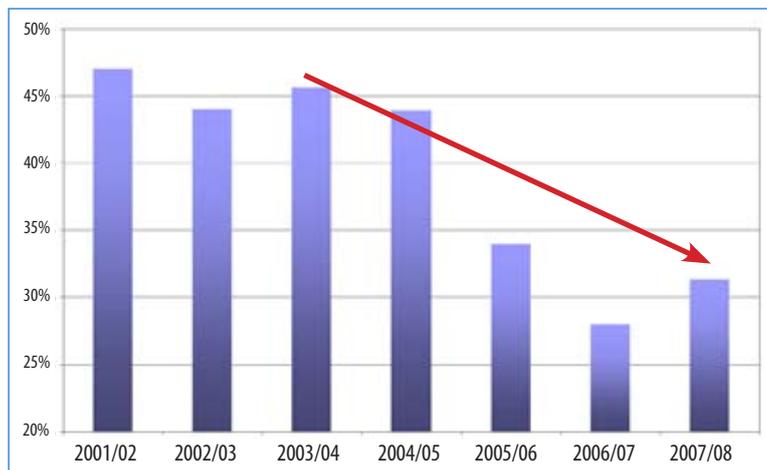
Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

Newspapers

Driven by aggressive switching of spend by the main advertisers – consultancies and their executive recruitment firms – to web based solutions, newspapers have suffered most in the last 7 years with candidate penetration levels having fallen very considerably indeed.

Overall penetration levels may be misleading, however, and it could be argued that the continued presence of consulting recruitment campaigns in general recruitment sections is due in part to the effectiveness of the media at reaching the very senior end of the candidate spectrum.

Figure 16: Penetration - Newspapers

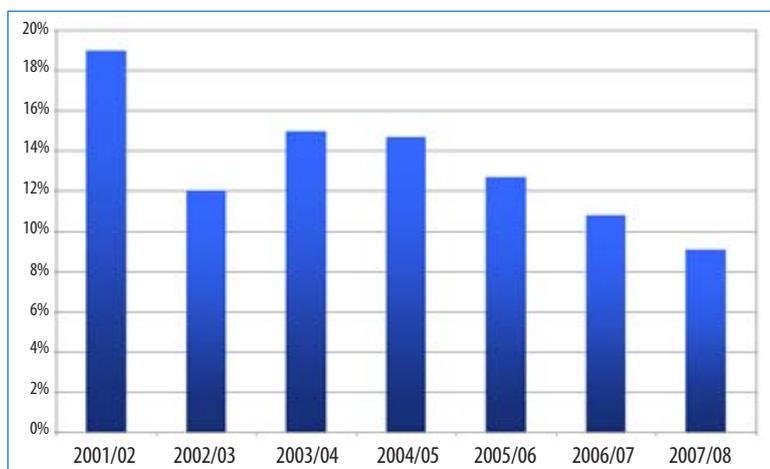


Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

Top-end applicants do not, unfortunately, generate significant numbers of applications, however welcome these applications may be.

Some newspapers are countering this decline and looking to maintain what remains of their share by offering to clients advertising opportunities in agglomerated industry special editions. They are then marketing these specials heavily in advance to draw the attention of specific candidate-sets to specific editions and so maximize applications.

Figure 17: Share of applications - Newspapers



Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

The appeal of these specials to clients is that they offer another channel to market hard-to-fill roles, they will potentially reach those candidates less-active in the marketplace and they also offer undoubted brand-building opportunities to the recruiting firm.

Despite this, newspapers are now responsible for less than 10% of applications made and respondents to this year's survey made on average only 1.4 applications through this channel in 2007.

Recruitment agencies

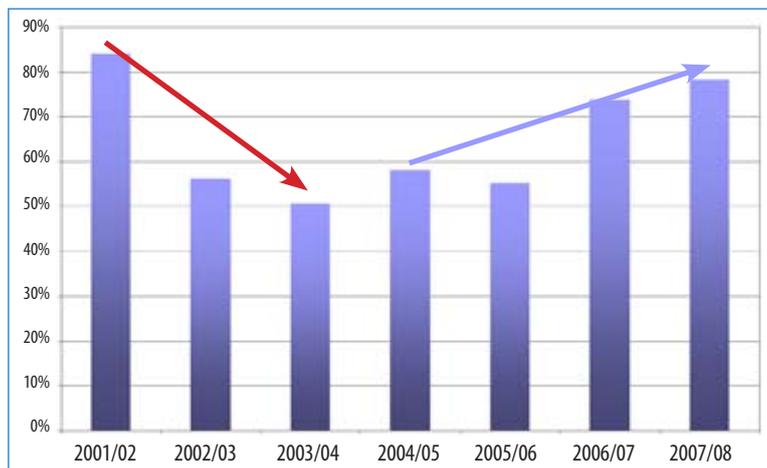
Recruitment agencies have experienced something of a rollercoaster ride over the last 7 years. They suffered in the leaner candidate-rich years when companies were more successful recruiting staff directly and when many agencies pulled out of the consultancy recruitment market altogether,

but they have rebounded strongly now with more than ¾ of consultancy candidates working with them to make applications in 2007.

Survey feedback shows that though there have been increased levels of negative feedback about some recruitment consultancies this year, candidates continue to value overall the role played by recruitment agencies in terms of both the career advice they provide as well as for providing an elegant mechanism to make several good applications to an agreed list of consulting firms 'in one go'. In this relatively buoyant but increasingly fragmented market, if recruitment agencies can offer a wide-range of jobs that meet individuals' aspirations, candidates will certainly continue to want to work with them.

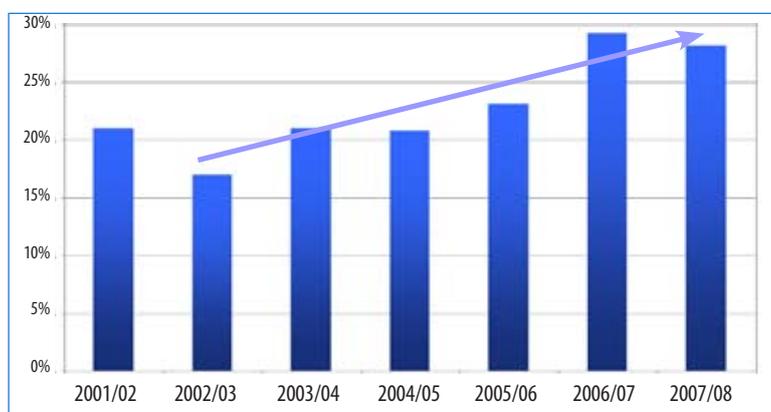
Despite the positive overall trend, share of applications has fallen slightly this year - albeit to the not inconsiderable average number of 4.2 applications per candidate. This suggests that candidates were marginally choosier with the approaches that they made in 2007, than they were in 2006.

Figure 18: Penetration - Recruitment agencies



Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

Figure 19: Share of applications - Recruitment agencies



Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

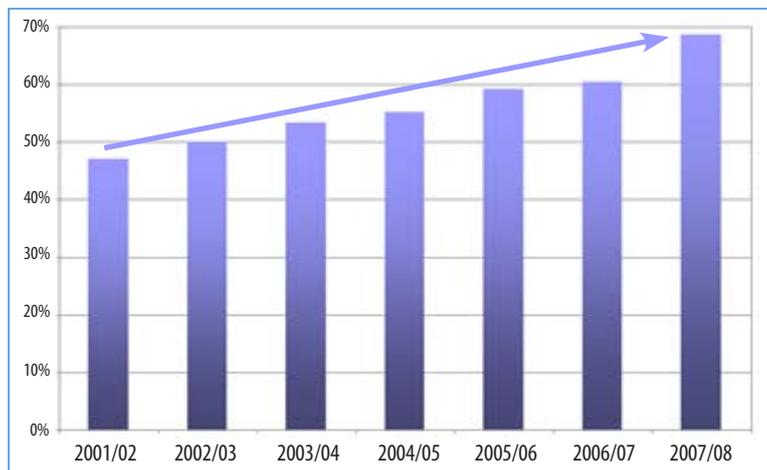
Internet job sites

The growth of the use of Internet Jobsites has had a marked effect on the management consultancy recruitment market over the last seven years. Though job sites have undoubtedly taken share from newspapers, they have worked in concert with both recruitment agencies

and with management consultancies' direct approach programmes and perhaps because of this they are now being used by a record share of consultancy candidates.

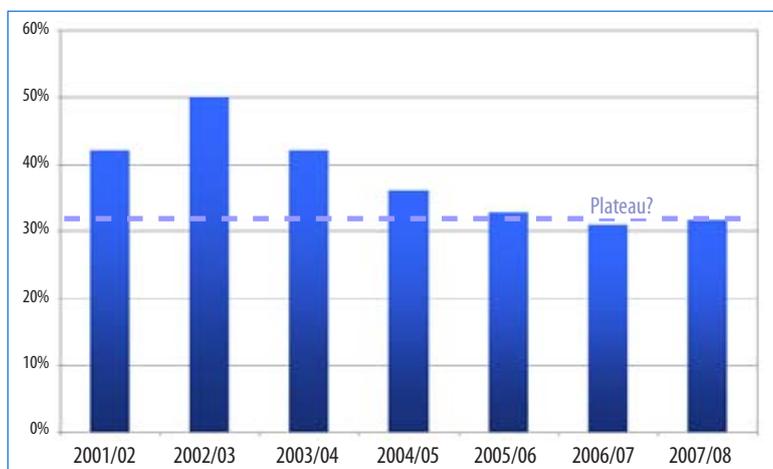
Candidates are, however, growing increasingly selective about the applications they submit and have perhaps learned that firing off applications en-masse via the internet is not nearly as effective as being more selective in their approaches. Internet job boards seem to be stabilising their share at around 1/3 of all candidate applications, as was predicted last year.

Figure 20: Penetration - Internet job sites



Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

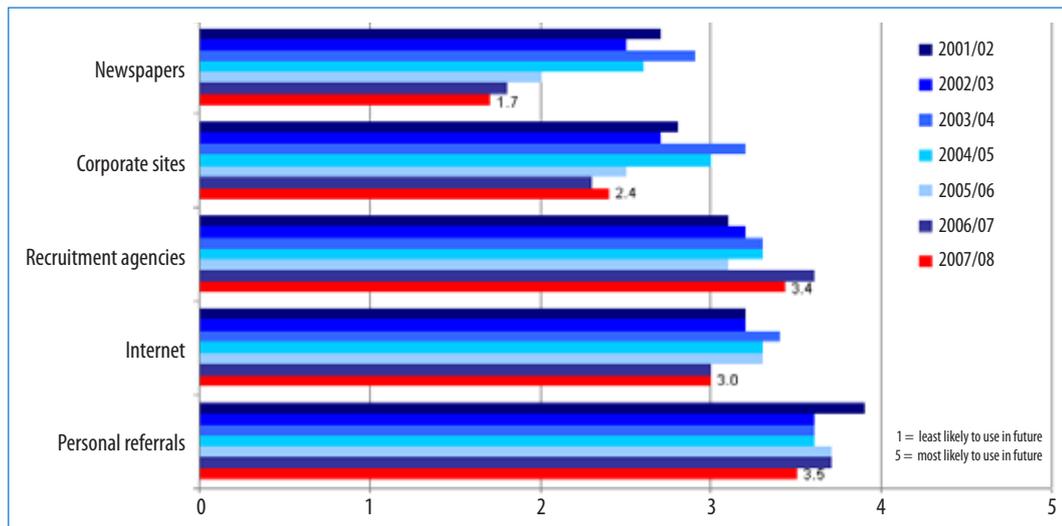
Figure 21: Share of applications - Internet job sites



Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

Future trends in candidate application behaviour

Figure 22: Future trends in candidate application behaviour



We asked candidates which channels they are more/least likely to use in the future.

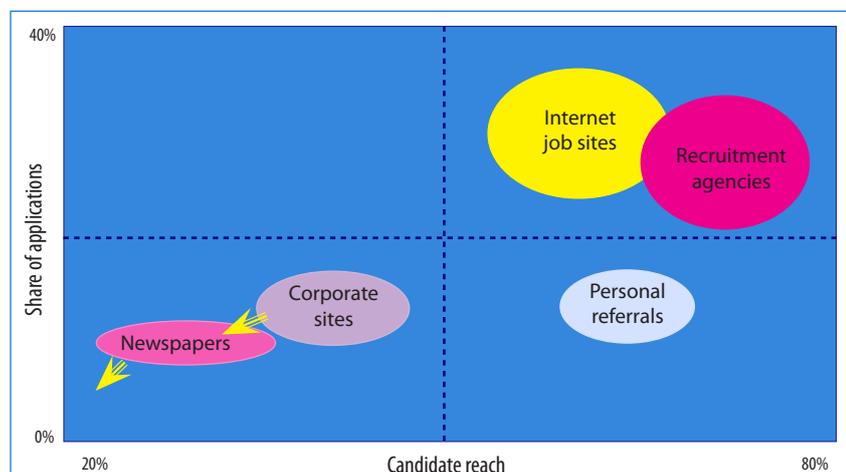
Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

Candidates confirmed that these trends are likely to continue into the future:

- **Newspaper demise likely to continue**
- **Corporate sites remain a minor channel**
- **Recruitment Agencies sustain importance**
- **Internet Job Sites usage well-established**
- **Personal Referrals remain candidates' preferred route**

Meaning that job board and recruitment agency strategies are key to saturating the market.

Figure 23: Market saturation



Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

Choosing recruitment agency suppliers

By polling our 1,150 management consultancy candidates, we are able to recommend suppliers on three different grounds:

1. The best individual recruitment consultants in the UK market
2. The recruitment agents that have the greatest penetration or market reach amongst consulting candidates
3. The recruitment agencies that receive the most praise (and the least complaints) from management consultancy candidates.

One caveat we should state at this point is that selection firms are far more likely to feature in this section than search firms. The former interact with huge volumes of candidates, whereas the latter target specific individuals. As such, a search firm that does a lot of work in the consulting space would not necessarily feature in the following sections.

Best individual recruitment consultants

We asked candidates to help us identify the best recruiters based on their own experiences. We asked them:

“If you have been particularly impressed with an individual recruitment consultant you have worked with in the past, please provide their name & company so that we can give them special recognition.”

Eight individuals received the most praise. (Figure 24)

Our congratulations go to all these individuals for their high levels of professionalism. Of particular note are the awards going to Sasha Kemp, and Adam Jackson who have achieved the rare honour of featuring in two consecutive recruiter awards lists and to Chris Sale whose score was the highest of all the individuals singled out for praise here. **(NB Others not listed according to ranking.)**

Figure 24: **Best individual recruitment consultants**

Consultant	Agency
Chris Sale	Prism
Mandev Virdee	Consulting Point
David Lancefield	Selecture
Adam Jackson	Astbury Marsden
Mike O’Kane	Astbury Marsden
Peter Nicholls	Michael Warwick Nicholls
Simon Shilston	The Shilston Partnership
Sasha Kemp	Consulting Point

Top 20 recruitment firms by reach

As part of the poll analysis, we also track the applications that the respondents have submitted to the various management consultancy recruitment firms. This allows us to chart the reach of the different suppliers. The Top 20 firms by candidate reach are displayed below. As more than 60 firms were mentioned by candidates again this year, all firms appearing within the Top 20 listings are in the top third of suppliers in terms of the reach they have in the marketplace.

As some suppliers are also niche specialists (ie. serve only certain practice areas),

it should be obvious that this chart underestimates their reach in those areas compared with the broader recruitment firms that appear towards the top of the list.

The other factor to consider is that some firms will have well-maintained candidate databases that enable them to proactively approach more candidates than this data would suggest. Therefore this chart should mostly be viewed as a barometer for how effective the firms have been at attracting candidates via recruitment advertising over the last couple of years.

Figure 25: Top 20 recruitment firms by reach (% of share of applications)

Recruitment agency	2008 rank	% of applications
Consulting Point	1	12.0
EM Consulting	2	9.0
Michael Page	3	8.6
Prism	4	6.0
BLT	5	5.8
Aston Carter	6	5.4
Selecture	7	4.6
Astbury Marsden	8	4.5
The Shilston Partnership	9	2.8
Hays	10	2.7
Michael Warwick Nicholls	11	2.5
Mindbench	12	2.1
Woodhurst	13	1.6
Chapman Black	14	1.6
Korn Ferry	15	1.5
Heidrick & Struggles	16	1.5
Druid IB	17	1.2
Odgers	18	1.2
Marks Sattin	19	1.2
Robert Walters	20	1.2

Top 10 recruitment firms by praise

The penultimate question in the candidate poll is: "Are there any recruitment agencies you would particularly praise, and why?"

And the final question asks candidates to record any disappointing experiences they may have had when working with recruitment agencies. Taken in combination, we are able to produce a league table of the Top 10 most highly regarded management consultancy recruitment firms, as voted by consultancy candidates.

10 recruitment agencies are singled out for special praise. (Figure 26)

The results were very close indeed amongst these front runners this year but congratulations first of all must go to Aston Carter who emerged in first place in the rankings. A wide number of their consultants were praised for their knowledge, professionalism and, consistently in the feedback, for their dedication in keeping candidates informed through each stage of the recruitment process.

Congratulations also to Astbury Marsden and Consulting Point who deserve rich praise for appearing in the Top 3 firms rankings again this year as well as for their repeated strong showings in the individual awards.

In 4th and 5th places we have Prism and Michael Warwick Nicholls who achieved the lowest levels of negative feedback amongst all the firms recorded – which we are sure you will agree is a remarkable achievement within the industry.

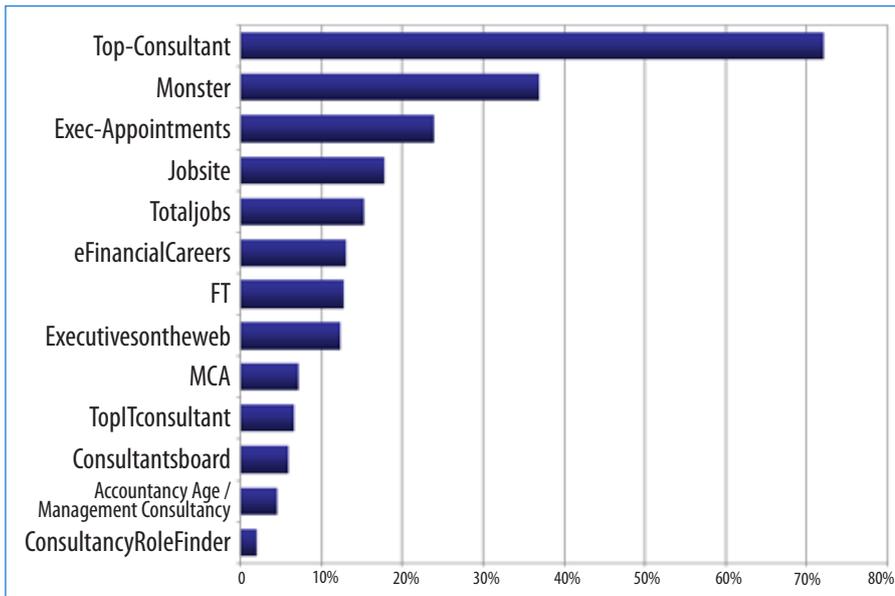
Finally, the teams at The Shilston Partnership, Druid IB, BLT, Chapman Black and PSD all thoroughly deserve our congratulations for making the Top 10 this year.

Figure 26: Top 10 recruitment firms

Rank	Recruitment firms
1	Aston Carter
2	Astbury Marsden
3	Consulting Point
4	Prism
5	Michael Warwick Nicholls
6	The Shilston Partnership
7	Druid IB
8	BLT
9	Chapman Black
10	PSD

Choosing internet job site suppliers

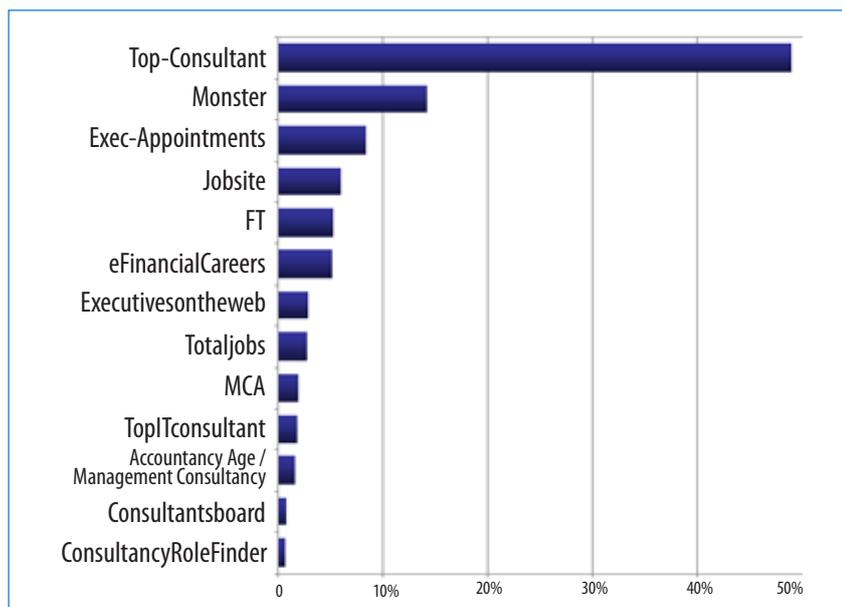
Figure 27: Which websites do you regularly review for consultancy job opportunities?



Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

Top-Consultant maintains a considerable lead over both generalist job boards and other niche sites serving the sector.

Figure 28: Which do you rate above all others for finding a consulting job?

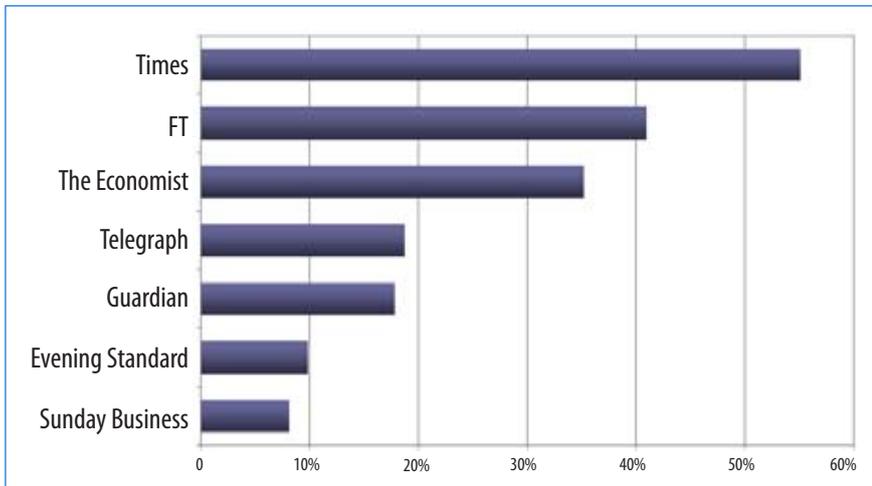


Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

Top-Consultant also remained consultants' preferred source of management consultancy jobs through 2007.

Choosing newspapers

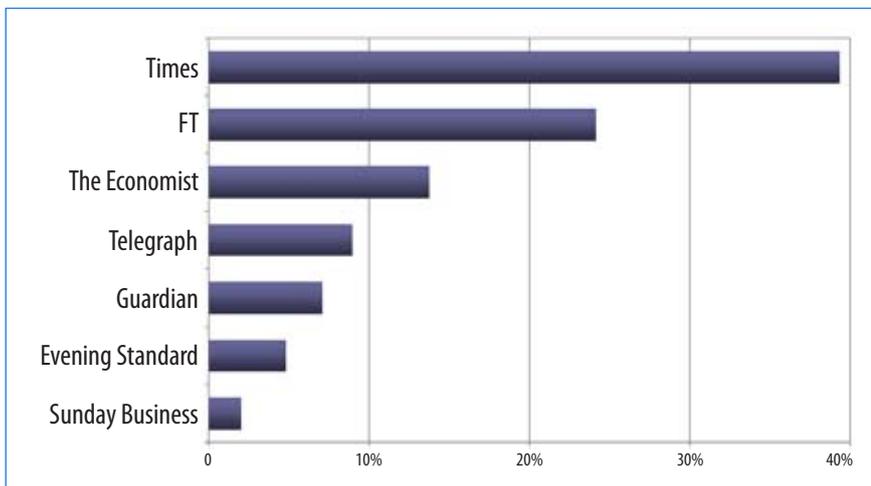
Figure 29: Which newspapers and publications do you read regularly?



Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008

The Times is established as the consultant's preferred newspaper. However as the earlier penetration figures showed, consulting candidates are far less likely to apply to the jobs they see in newspapers than they were seven years ago, reducing their effectiveness as a recruitment channel.

Figure 30: Which do you rate above all others as the best source for finding a consulting job?



Source: Top-Consultant.com Management Consultancy Recruitment Channel Report 2008



Conclusions: **What are the key to-do's for recruiters?**

- Recruitment agencies and internet job boards now account for over 60% of all applications made by consultants – make sure you have built relationships with good providers in both these channels and have made yourself one of their A-clients rather than a C-client
- Personal referral or bounty schemes are candidates' preferred means of finding new employment – work on improving take-up of your scheme
- Corporate careers pages have been created to streamline the recruitment process, not to maximise the appeal of the firm. This needs to change if any further gains are to be achieved by this channel
- Newspapers should be considered when there is a consulting supplement or special edition, which act as a draw to suitable candidates; but as a regular recruitment channel for consultants their effectiveness has suffered

The Consultancy Careers Fair and Virtual Careers Fair 2008

This year's Management Consultancy Careers Fair will take place on the evening of the 9th October and during the day of the 10th October 2008 at The Barbican Exhibition Hall in central London.

The first Top-Consultant.com Virtual Careers Fair will take place on June 20th. A virtual careers fair is very similar to a physical one the only difference being that all interaction takes place online. Candidates will be able to join webinars, visit companies' virtual stands, chat live with representatives and submit their applications, all from the jobseekers' locations, wherever they may be.

Book these dates in your diary and contact the Top-Consultant team to find out more. Full contact details follow.

Find out how your firm could attract consulting hires by:

- **advertising on our websites**
- **advertising in our consultancy-focused publications**
- **accessing our CV databases**
- **running bespoke careers events**
- **participating in the annual Consultancy Careers Fair or Virtual Careers Fair**

CALL TO SPEAK WITH ONE OF OUR TEAM

Please call us on +44 (0) 207 667 6880 and ask for Bryan Hickson, Sarah Nutton or Simon Bell if you are interested in recruiting Management Consultants, or Graeme Underhill if you are interested in recruiting IT consultants.

REQUEST A BROCHURE

Alternatively, please feel free to request a PDF brochure detailing our services. You may do this online by visiting the following web links:

Top-Consultant.com – for management consultancy hires
<http://www.top-consultant.com/UK/clientcentre/brochure.aspx>

TopITconsultant.com – for IT consulting hires
<http://www.topitconsultant.com/brochure.aspx>

EMAIL US

Feel free to email our Customer Services team with any questions you may have, using the address customer.services@top-consultant.com.

Top-Consultant.com | 18b Charles Street | Mayfair | London | W1J 5DU | United Kingdom