



# Consulting Firm Management Course: Practice Economics, Utilisation and Engagement Delivery

18 – 22 October 2027

Barcelona - Eixample district four-star



## Consulting Firm Management Course: Practice Economics, Utilisation and Engagement Delivery

**Ref:** 1730\_26881 **Date:** 18 – 22 October 2027 **Location:** Barcelona - Eixample district four-star **Fees:** 23500 SAR

### Introduction:

Consulting Firm Management, covering practice economics, utilisation and engagement delivery, is a five-day course for partners, directors and practice leaders in management, engineering and advisory consultancies that ends with a Practice Improvement Plan for a case consultancy. Many consultancies grow revenue while margins thin, because billable utilisation slips, staffing pyramids drift top-heavy and fixed-fee engagements overrun without change control. Nominees already lead client engagements and supervise consulting teams, and they work through case study exercises built on engagement, timesheet and staffing data. CoreConcept Training Center delivers this course in consulting firm management.

### Course Objectives:

- Analyse a consulting practice's profitability using margin, leverage, billable utilisation and rate realisation
- Build billing rate cards and price time-and-materials, fixed-fee and outcome-linked engagements against a margin floor
- Draft statements of work and run change requests that keep engagement scope and fees aligned
- Control engagement delivery with earned value tracking, estimates at completion and quality review checkpoints
- Design staffing pyramids, bench management, career tracks and knowledge reuse that support target leverage
- Prepare a Practice Improvement Plan with fee mix, staffing and delivery targets for management board approval

### Target Audience:

- Partners and directors accountable for the revenue and margin of a consulting practice or service line
  - Practice leaders responsible for staffing, utilisation and career progression of consulting teams
  - Engagement directors responsible for pricing, scoping and delivery quality on client assignments
  - Operations and finance leads in consultancies responsible for timesheet, billing and practice reporting
  - Senior managers in engineering and advisory consultancies preparing to take over a practice
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## **Course Outline:**

### **Day 1: The Consultancy Business Model and Practice Economics Baseline**

- Consultancy Profit Formula Linking Margin, Leverage and Billable Productivity
- Practice Profit and Loss Statement by Service Line
- Billable Utilisation Ratio Against Available and Recorded Hours
- Rate Realisation Waterfall From Standard Rate to Cash
- Revenue per Consultant and Contribution Margin Benchmark Review

### **Day 2: Pricing Models, Fee Structures and Fixed-Fee Risk**

- Billing Rate Card Construction From Fully Loaded Cost
- Time and Materials Versus Fixed-Fee Engagement Economics
- Value-Based and Outcome-Linked Fee Structures With Risk Sharing
- Bottom-Up Effort Estimate With Contingency and Risk Premium
- Pricing Approval Gate and Engagement Margin Floor Policy

### **Day 3: Engagement Scoping, Delivery Control and Quality Review**

- Statement of Work With Deliverables, Assumptions and Acceptance Criteria
- Change Request Log and Scope Variation Pricing
- Earned Value Tracking and Estimate at Completion
- Engagement Quality Review Checkpoints and Second-Partner Sign-Off
- Client Satisfaction Debrief and Lessons Learned Register

### **Day 4: Staffing Pyramids, Knowledge Reuse and Partner Rewards**

- Staffing Pyramid Design and Target Leverage Ratios by Practice
- Bench Management and Resource Scheduling Using PSA Tools
- Consultant Career Tracks, Up-or-Out and Expert Pathways
- Knowledge Repository, Reusable Methods and Practice Area Communities
- Partner Reward Pools, Origination Credit and Balanced Scorecards

### **Day 5: Case Study: Practice Improvement Plan for a Case Consultancy**

- Case Consultancy Diagnosis Using Utilisation and Realisation Data
  - Case Fee Mix Redesign and Fixed-Fee Risk Controls
  - Case Staffing Pyramid Rebalance and Bench Reduction Plan
  - Case Delivery Controls and Quality Review Calendar
  - Practice Improvement Plan Completion and Management Board Defence
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## **Skills You Will Gain:**

- Consultancy Financial Diagnosis
- Engagement Pricing and Estimating
- Scope and Change Control
- Earned Value Monitoring
- Resource and Bench Planning
- Consulting Career Track Design
- Practice Knowledge Management

## **Why Attend This Course:**

- Produce a Practice Improvement Plan for a case consultancy, ready for the managing partner and management board
- Decide whether a fixed-fee or outcome-linked proposal clears the margin floor before it reaches the client
- Avoid unbilled scope creep, idle bench time and top-heavy teams that erode practice margin
- Coach engagement managers on estimating, change requests and timesheet discipline with the course templates

## **Conclusion:**

Back at the firm, the participant hands the Practice Improvement Plan to the managing partner and management board. They use it to approve rate card changes, the target fee mix, hiring by grade and the quality review calendar for the coming period. After the first quarter of use, the practice should compare billable utilisation, realisation and engagement margins with the plan, check which fixed-fee engagements overran and why, and adjust leverage targets and pricing gates where results drifted.

## **Frequently Asked Questions FAQ:**

### **What should participants know before a consulting firm management course?**

Participants should already lead client engagements and see timesheet or billing reports. Bringing an anonymised practice summary with headcount by grade, utilisation and fee mix helps, because the case work compares those figures with the case consultancy's data.

### **How does consulting firm management differ from a course on consulting problem-solving skills?**

Consulting firm management treats the consultancy as a business: pricing, utilisation, leverage, staffing and delivery control. A problem-solving skills course teaches the analytical methods consultants use on client questions, such as issue trees and storylines, not how the firm earns its margin.

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## **Which metrics matter most in consulting firm management?**

Billable utilisation, rate realisation, leverage and engagement margin explain most of a consultancy's results. Read together, they show whether consultants are busy on billable work, whether fees hold against standard rates and whether the staffing mix supports partner profit.

## **What do participants take back from the consulting firm management course?**

Participants take back a Practice Improvement Plan for a case consultancy, plus a rate card builder, an effort estimate template, a change request log and a staffing pyramid model they can adapt to their own practice.