

# On the Line *by Henry Dortmans.*

APRIL - MAY 2018

## How the Consulting Business Has Changed

by Henry Dortmans

Over the years, there have been many changes in this industry. Changes in strategies, technologies, services, suppliers, financials, processes, and more. There have also been changes in the business of giving advice.

A couple of weeks ago I asked some consultants, "Over the past decade, what's one of the significant changes in the consulting business?"

Here are answers from ten colleagues.

### Selecting the Best Solution

"Today's plethora of technologies and vendors has brought down the prices and provided more options. This is good. However, selecting vendors and/or partners that one feels confident in, is more difficult. With some vendors in and out of Chapter 11 or multiple buyouts, and with the proliferation of everyone providing cloud services, the challenge to select the best solutions for our clients is much more difficult."

**Cheryl Helm, Helm Communications, Uxbridge ON**

### Staying Current with Cloud

"Cloud experiences, cloud services and cloud providers. One big change: staying current with cloud business drivers and objectives."

**Chris Thalassinis, Communications Intelligence Group, Toronto ON**

### Simplified Tasks and Processes

"Over the last 10 years, business process leaders have adopted a succession of innovative technology tools and techniques to access, share, process, and monetize both existing and new

goods and services. This automates and simplifies a range of tasks and processes with an outcome that previously required a range of industry specialists to collate and manage. Ergo, less need for consultants.”

**David Hollingsworth, DRH & Associates Ltd., Toronto ON**

## **The Change to SaaS**

“With the change from premised-based telephony -- “Big Iron” -- to software-based services (SaaS), comes the changes in what we help clients with.”

**David Peterson, PowerHouse Consulting, Inc., Bedford, New Hampshire**

## **The Changes in Requests, Fees and Opportunities**

“Since the recession of 2008-2009 (a decade ago!) I have noticed three trends from my own experiences, especially in public sector contracting. First, requests are becoming more and more specific. You have to have recently done what they are looking for, i.e., it’s direct experience rather than capability that counts in the evaluation. Second, rates are declining. Possibly due to competition but also due to de-valuing the work being done. Third, for some sectors if you haven’t already worked in the area, then it’s very hard to break in. My conclusion is that starting a consulting practice today is much less attractive than it was 15 or 20 years ago.”

**Don Sheppard, ConCon Management Services, Toronto ON**

## **More Informed Clients**

“The most significant change in the consulting business is that every client is so much more informed. It’s more difficult to come up with original ideas and provide advice.”

**John Glover, MayneStay Consulting Group Ltd., Vancouver BC**

## **Keeping Up with New Technologies**

“The most significant change has been the diversity of products available to our clients. With the introduction of SIP and cloud technologies, new offerings pop up every day. It has become very hard for consultants to keep up. These new products are not delivered as a single technology any more. To help clients implement new systems, we need to be involved with many more areas. Also, all this flexibility requires an ever-increasing level of security; the effort dedicated to security increases every year.”

**Luc Babineau, Integrated Voice Services Inc., Aurora ON**

## More Pressure

“There’s much more pressure from potential clients to lower rates (mine haven’t changed for the past 10 years). And, while it has always been competitive, it’s more so now.”

**Rick McCharles, RIC Services, North Bay ON**

## Market Siege

“Henry, these are some of the changes I’ve seen: few young people entering the consulting field; enterprise systems not as critical; the market siege of cloud; a change in the way end-users use technology.”

**Ron Pickett, RDM Management Group, Toronto ON**

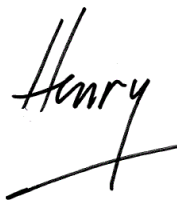
## Less Time On-Site

“I’m doing more work remotely, even when my client is in the same city.”

**Tom Koor, Koor & Associates, Toronto ON**

The industry landscape has changed significantly but the fundamentals of providing advice have not. We analyze industry changes, listen to changes in supplier offerings to determine price and value, listen to the changes in problems that clients raise, provide impartial opinions, and more. All to help people.

As always,

A handwritten signature in black ink that reads "Henry". The signature is written in a cursive style with a long horizontal stroke at the end.

Henry Dortmans  
HenryDortmansAssociates  
416.845.4511

[Subscribe here](#) for On the Line columns.

---

## INTERESTING STUFF

The report explores best practices in the use of IoT in urban & rural regions across Canada.

IoValue: Intelligence in Community Ecosystems.

**Lead Analyst: Mary Allen**  
***InsightaaS and IoT Coalition Canada (2018)***

"The 'Smart Cities' concept has graced academic discourse for several decades now, pointing generally and optimistically towards technology's ability to help resolve challenges in urban life."

[DOWNLOAD THE REPORT](#)

***McKinsey & Company (2018)***

**Competing in the AI economy: An interview with MIT's Andrew McAfee.**

"AI has arrived, but are companies ready for it? According to an MIT scientist, executives are underestimating the speed, scope, and scale of the disruption it will bring."

[SEE VIDEO](#)

***Chief Outsiders (2018)***

**Marketing (As You Know It) is Toast. Minocha, Anul**

"The old style of marketing is toast. Quite literally, the entire phase shift that has changed the way the public considers and consumes products and services, can be distilled down to a single, perfectly-browned-on-both-sides slice of artisan bread."

**SEE ARTICLE**

---

## FROM THE ARCHIVES...



### MY NEW DISPLAYPHONE – EARLY 1982

---

## SHAMELESS SELF-PROMOTION

**HENRYDORTMANSASSOCIATES**  
Management Consulting

### EXPERIENCE, EXPERTISE, INFLUENCE

Alone, or with a team, I provide objective advice on business communications planning and management. For a no-obligation discussion about how we might assist your organization, call me at [416.845.4511](tel:416.845.4511) or e-mail [Henry Dortmans](mailto:Henry.Dortmans).

For more information, visit [henrydortmans.com](http://henrydortmans.com) .

---

## REMEMBERING MICHAEL ROZENDER

Michael Rozender, consultant and colleague, passed away on March 30th. Michael helped clients leverage wireless networks, satellite technologies, and mobility-enabled applications. He

was an active member of the CTCA and other associations, spoke at conferences and events, formed lasting friendships with many in the industry.

The editor of his local newspaper wrote, "I have a great deal of respect for the man Michael Rozender was. His input, his burning passion to see the "right thing" done, and his wit will all be sorely missed."

---

*"On the Line", a monthly column authored by industry expert Henry Dortmans (B.Com., MBA), offers unique insights into business communications and customer management issues. Henry, former president of AngusDortmansAssociates, is a management consultant who provides advisory services, conducts seminars, delivers keynotes.*

*If you have any questions regarding On the Line or other consulting services, please send an e-mail to [ontheline@henrydortmans.com](mailto:ontheline@henrydortmans.com).*

Copyright © Henry Dortmans. All rights reserved.

---

Reproduction in any form is strictly prohibited. For permission to reprint or reproduce or use or borrow, call 416.845.4511 or email [dortmans@henrydortmans.com](mailto:dortmans@henrydortmans.com). The information contained in this communication has been obtained from sources we believe to be reliable, but we make no warranties or representations whatsoever regarding the accuracy, completeness, or adequacy. Opinions expressed are based on interpretation of available information, and are subject to change. If expert advice on the subject matter is required, the services of a competent professional should be obtained. All photos, quotes, and cartoons are used with permission. Reader feedback e-mails, conversations, quotes, etc. may have been condensed and edited. Some names mentioned may be the trademark or service mark of their respective owners.