

Dynamics of knowledge accumulations the example of the management consulting industry.

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The management consulting industry is growing so fast that it is difficult to find enough people to recruit. But the market is not only growing, it is also changing and demanding different "products" (IT, implementation, the ability to bundle strategies and technologies, etc.).

However growth and change are affecting consulting firms in different ways and creating a form of selection between global and national players. Consulting companies not competing in the global arena are losing ground and as a result the industry is concentrating.

Surely national players cannot follow their clients in different countries and consequently they lose opportunity, but this explanation is inadequate to the phenomenon because the share of export projects is really limited. Conversely, the number of projects involving information technology is increasing more and more.

IT needs a kind of know-how that can be accumulated in different ways: using "knowledge management systems", organising "practises" on specific subjects, creating excellence centres, etc. Moreover IT knowledge is mainly not local-specific, so it is possible to accumulate it on a multinational base and use it in national contexts.

In the proposed study a model has been built to evaluate possible reactions to this situation of national players in the MC industry. The alternative courses of action explored are focusing, creating a network, going multinational and doing nothing.