



uncommon sense...  
because great minds  
don't think alike



**OC&C**  
Strategy consultants

Welcome >>>

# Welcome

Chris co-founded OC&C after a general management career and seven years experience at US based strategy consultancies.

Despite having spent over three decades in strategy consulting, I have never woken up bored of my job. What other job allows you to work with the smartest of colleagues, the most successful of clients, on the most complex of problems? A real privilege! And you get exposed to them a decade before you would encounter similar opportunities in the corporate world.

But I guess you know this, otherwise you would not be reading. You will also have worked out by now that we are not looking for ordinary people.

At OC&C, uniquely among major consultancies, the large majority of the work we do is true strategy. Rather than optimising operations or implementing predefined plans, we help business leaders deliver success for their businesses by tackling the challenging questions they cannot answer alone. In order to do this, we need clear thinking people who are able to do this from day one.

Your ideas will be welcomed and used by your project team - and in return, we aim to stimulate you and allow you to develop rapidly, to take personal responsibility for the quality of the advice we provide for our clients. If you choose to join us, you are not just beginning a career in consulting.

You will also actively shape the culture and future of OC&C. We've grown rapidly since I co-founded the business in London, in 1987. Yet we are still small enough for you to make a real impact, whether it's organising social events, spending time in our international offices or supporting the business development agenda.

In this brochure you'll learn more about what we do and what makes us tick. If you want to join a firm with a superb reputation for business strategy, in a culture that's challenging, supportive, and fun, then think of OC&C

**Chris Outram**  
Founder

Because great  
minds don't  
think alike

At OC&C, we want clear thinkers who can help our clients to create the best business strategies and make a real difference to their organisations.



Your work will be at the heart  
of the recommendations we  
give our clients



# What we do

We focus on the issues that are crucial to our clients' future and performance.

We work for senior executives from a range of clients, providing solutions to some of the most exciting strategic problems in consulting today.

At OC&C, we believe in solving problems using fresh evidence, crisp analysis and substantial experience. We offer our clients pragmatic and bespoke strategies, not off-the-shelf answers. We treat each problem as unique. There is no generic framework, no rulebook.

Our Clients are varied; some are multinationals, others are smaller seeking leadership in new and fast growing markets. All are leading companies with a firm grasp of the importance of excellent strategy.

## OUR AREAS OF EXPERTISE



Retail



Leisure & Hospitality



Consumer Goods



B2B Products & Services



TMT



Private Equity and M&A



Analytics



Social Impact



11 

Countries

17 

Office locations<sup>1</sup>



# Global yet local

Belo Horizonte  
Bengaluru  
Boston

Delhi  
Hong Kong  
London

Melbourne  
Milan  
Mumbai

Munich  
New York  
Paris

Rotterdam  
São Paulo  
Shanghai

Sydney  
Warsaw

*1. Affiliate offices in India and Australia*

# WORLD

## Investing in you

### Professional development

Every year, OC&C consultants from across the globe get together - this is a valuable opportunity for the entire company to meet and learn with their international colleagues. An intensive week's training is offered to cater to the specific needs of our consultants as well as providing an opportunity to make friends and network with international colleagues.

### Office training, mentorship & beyond

We offer extensive office training to new joiners and experienced consultants to help them develop as rapidly as possible. New associates are provided with over 20 training courses in their first two years, and ongoing feedback and guidance is provided by dedicated mentors to ensure our consultants get the most out of their work.

### Inter-office collaboration

Working abroad provides a strong boost to your development. Whether it's on a project with the London office in Africa, a collaborative project with the German office or joining a team in New York, there is ample opportunity for you.

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# Diversity



OC&Cs' Partners see improving diversity as a moral obligation and there is also a strong business rationale: diversity of thought is critical to delivering the highest standard of advice to our clients. Diversity of background is an important enabler of this, as is an environment which encourages brave thinking from every level of the firm.

Our one-on-one mentoring programme actively supports all our colleagues, and we also have specific programmes to support female, LGBTQ+ and BME colleagues. Our aim is to ensure our environment is equally appealing to everyone who works here, and gives everyone the opportunity to thrive.

## WOMEN'S NETWORK

At OC&C we have a number of initiatives to support women throughout their careers. This starts with our Women's Network which connects women across grades and tenures, both within and across offices. The Women's Network works alongside the other Diversity Networks to promote equal opportunities.

The Women's Initiative aims to provide support and guidance from day one, both through informal mentoring and frequent social events to more formal coaching and quarterly meetings with the full women's network to share ideas and issues in a collaborative environment.

## LGBTQ+ NETWORK

OC&C is a place that supports and respects LGBTQ+ professionals. Incorporating both LGBTQ+ employees and allies, the LGBTQ+ Network arranges global networking events during our International Training Week, talks from prominent LGBTQ+ role models, and has established a mentor system to provide advice and support for those who seek it. From a social perspective, the network organises regular events for members, giving employees the opportunity to meet outside the office in a more informal setting, as well as arranging networking opportunities with groups from other consultancies.

We have also developed a partnership with the charity Just Like Us, for which we recently received an award, and Michael Jary, a Senior Advisor at OC&C was featured in the OUTstanding & FT Top 100 Business Leaders list and acts to champion LGBTQ+ equality within OC&C. In addition, we are part of the Stonewall Global Diversity Champions programme, which helps us to continually evolve our approach to LGBTQ+ inclusion leveraging best practice and expertise from across the sector.

DIVERSITY CONTINUED >>>

# Diversity



## ETHNIC, CULTURAL & SOCIAL DIVERSITY NETWORK

At OC&C, we recognise the value that a diverse pool of individuals brings to the firm and we strongly believe that diversity enriches our work environment. As more and more of our clients are facing business challenges at a global level, being able to draw on a wide array of backgrounds and experiences when solving problems is now more important than ever.

This is where our Ethnic, Cultural & Social Diversity network fits in. Our mandate includes celebrating the diversity that exists within the firm, ensuring staff from all backgrounds feel supported and realising the benefit that diverse opinions can have for our clients.

There is a shared understanding and commitment across the firm to ensure that staff from diverse cultures all feel welcome, supported and able to thrive during their careers at OC&C.

We understand that ensuring the next generation of OC&Cers are even more diverse than the current generation is critical for our long-term success. As such, we proudly partner with organisations such as SEO London to run events and encourage BME and students from a variety of backgrounds to apply for a career in strategy consulting..

## FLEXIBLE WORKING

We understand that people may want to take time out or change the way they work for a variety of reasons. All levels of the firm are encouraged to take up to a month's unpaid leave, and this scheme is extended to up to four months for those at Manager and above. In addition to this, our project-led model means more senior staff can choose to work a four or even three day week, should that suit their needs better.

Our initiatives to support diversity are a work in progress. We will continue to ensure that we have a company where everyone thrives, regardless of background, gender or sexuality. Much of the progress and driving force behind these initiatives is led by our consultants. If you want to work in a firm where you can make a difference, on diversity and on other issues, we would love to hear from you.

[<<< BACK TO DIVERSITY](#)

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# Blood, sweat & cheers

## WHERE DO YOU FIT IN?

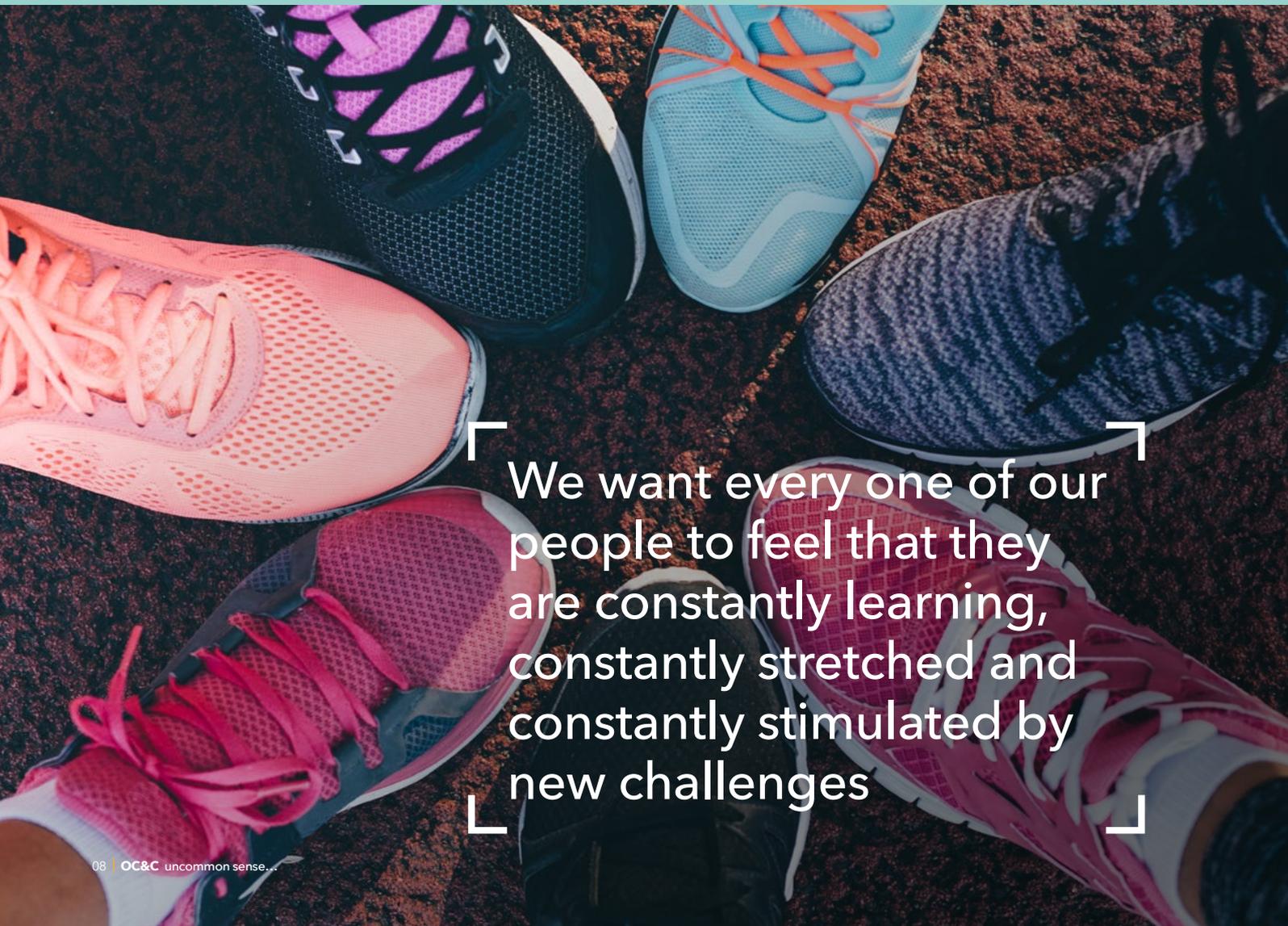
When we're looking for graduates to join us, academic excellence is a given. We're looking for more: for wit and charm, for people who have pursued eclectic interests beyond their degree, and for people who are intensely curious about how the world works. If that's you, we'll throw you in at the deep end, and help you learn to swim.

## WHERE DO YOU BEGIN?

Depending on your chosen track, either in our strategy or analytics team, graduates join as Associate Consultants and work across all industry sectors. We work in small project teams, typically smaller than in most consultancies. You will be given opportunities from the outset to contribute to the analysis, thought process and creation of high level strategic advice. You will have contact with our clients from a very early stage and play a full part in the development and communication of vital strategic recommendations.

Whether you have an undergraduate degree, masters or PhD, you'll join as an Associate Consultant - and we'll make sure that you are given the right opportunities to develop and contribute.

From the beginning, your ideas are welcomed and used by the team. We believe the best way to motivate people is to ask their opinion, use their analysis and involve them fully. Associates learn most effectively by working with our most experienced professionals from the start. We have confidence in the quality of our people and the work they produce.



We want every one of our people to feel that they are constantly learning, constantly stretched and constantly stimulated by new challenges

# Giving back

"Working on a project for Tutor Trust was one of the most rewarding experiences I have had at OC&C to date. We helped them devise a strategy to reach as many pupils as possible, in a financially viable and sustainable way."

Lucy, Consultant



OC&C boasts a proud history of putting our skills, resources, and expertise to work for the benefit of others.

While conscious that we work in a very specific part of the business environment, we have found that the application of our approaches and people can help charities and not-for-profit organisations achieve step changes in their performance. We provide numerous opportunities for all of our staff to make a difference.

## WE SUPPORT CORPORATE CLIENTS TO ADDRESS SOCIAL AND ENVIRONMENTAL CONSIDERATIONS

As well as actively managing and reducing our own environmental footprint we have supported a wide variety of organisations, across the sectors we work in, to embed sustainability into the heart of their strategy. Recent examples include:

- Supporting a global hotel chain think through the role of social and environmental sustainability in their corporate strategy
- Helping a global soft drinks player think through what the future could look like in a world beyond single use plastic
- Supporting a leading housebuilder to examine the innovations in building products and building techniques, with a particular eye on the type of homes consumers will want in 10 years' time, and how to deliver zero-carbon housebuilding

## WE PROVIDE PRO BONO STRATEGIC SUPPORT TO CHARITIES AND NOT FOR PROFIT ORGANISATIONS

Over the last decade, we have provided strategic advice and business planning support to over 30 charities, working closely with Impetus to support organisations dealing with a range of matters from youth conflict resolution to rehabilitation of prisoners and ex-offenders, and helping those suffering from eating disorders.

We are proud to now be strategic partners to the Youth Endowment Fund (YEF) and the NSPCC UK, and are regularly working with these Social Impact partners to use our commercial skills, expertise, and resources to help deliver real impact to their communities. We do this through a combination of strategic support, training, mentoring and fundraising.

## WE TAKE PART IN FUNDRAISING AND VOLUNTEERING INITIATIVES

Our OC&C charity networks organise fundraising events throughout the year for staff selected Charities. In the past we have supported the Alzheimer's Society and Mind as well as smaller charities which are close to our colleagues' hearts. These events can range from our annual companywide auction at our away weekend to sports events and craft afternoons. The team welcome any ideas from those who wish to organise an event and will help facilitate.

Luke

Tanveer

Madlien

Dilvir

Chunchun



Luke



Tanveer



Madlien



Chunchun



Dilvir

# Don't take our word for it

We are determined to recruit the very best people and offer outstanding professional development, top of the market salaries and the room to flourish.



Luke, Manager

Luke is a Manager and joined OC&C after completing a degree in Management and Finance at UC.

The variety of experiences I have had since working at OC&C has helped me develop professionally and personally.

I was initially attracted to strategy consulting because of the variety of projects that strategy managers tackle. I tend to get bored quite quickly and so doing a job that would provide a lot of variety was very important to me.

OC&C has really delivered on this. In the short time I have been with the company I have worked on projects for a software company, a cinema chain, an insurance company, a classic car retailer, a professional body and a media group. This sort of variety means that my job is always interesting. I am always learning something new and face new challenges every day.

OC&C focuses predominantly on strategy projects. Unlike some of our competitors who do big implementation projects, we only work on strategy projects for corporate clients or private equity deals and answer the most important questions for the CEO and their executive team. Questions like "How do we enter a particular country?" or "How can we defend market share against new entrants?" This means that we always work on interesting projects and deliver our solutions directly to the CEO and the executive team. It also means that the projects are typically quite short (four to six weeks) and so there is very little opportunity to get bored.

The type and variety of work we do also makes our job challenging. Often I start a project knowing nothing about the company, the industry or the issues they are facing. Within two to three weeks I am expected to fully understand the issues and start working towards actionable solutions.

The variety of experiences I have had since working at OC&C has helped me develop professionally and personally - I don't think I would have been exposed to these sorts of experiences anywhere else

The work can be intense and the learning curve is very steep but the collaborative environment means that there is always help available if you need it. Everyone, including very senior colleagues, are happy to help, offer advice or debate an issue. The Partner on the project will typically be an expert in their field and they are more than happy to discuss my work and will always ensure that it is following the right direction.

Beyond project work, the "Ministry of Fun" at the London office organises an annual Away Weekend where everyone is flown on holiday for a few days without any other goal but to relax and have fun. Everyone at the firm is extremely social and activities like this, as well as more typical activities such as, the monthly Company Breakfast and a big Christmas Party, keep the office close-knit. OC&C also brings together all its offices once a year for International Training Week (ITW). The training location changes every year and has ranged from Chicago to Madrid to Amsterdam in the last few years. ITW is always a ton of fun and is a great opportunity to learn new things, meet new colleagues and make new stories in an exciting environment.

The variety of experiences I have had since working at OC&C has helped me develop professionally and personally - I don't think I would have been exposed to these sorts of experiences anywhere else.

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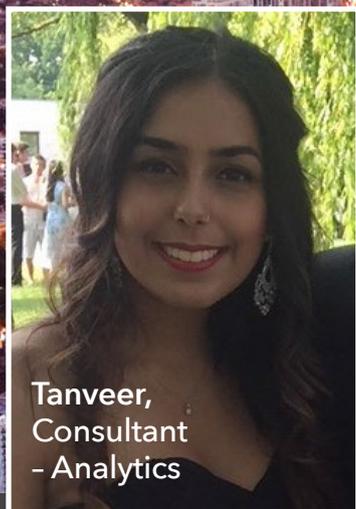
Tanveer

Madlien

Dilvir

Chunchun

Tanveer is an Associate Consultant in the Analytics Practice and joined OC&C after completing an MSc in Data Analytics at Warwick. She is part of the Graduate Recruitment Task Team and involved in wider analytics recruitment.



I joined the analytics team at OC&C after looking for a role that involves more than just analytics per se. At OC&C you combine strategy consulting with data driven insight to unpick and answer the complex questions posed to us by our clients.

In my time here I've worked on projects in both an analytics and general capacity, helping to test and develop both aspects of my skillset. Because of the short nature of projects in strategy, you're exposed to an array of sectors, businesses and strategic problems which bring with them a steep learning curve. You can go into a project knowing very little about a niche industry and come out with a deep understanding.

My wider projects have ranged from a peer to peer lending platform to an inventory specialist, with my analytics projects including marketing effectiveness and customer profiling pieces for popular retailers and the building and analysis of a database recording UK local authority spend.

Handling big, messy datasets are part and parcel of the job! But so is constant learning, and I get to keep my analytics muscle well exercised. In the analytics team we share and develop our competency with the latest machine learning and advanced analytics techniques.

As a firm, OC&C enjoys a very distinct position. We're able to combine the best aspects of a global consulting firm with the entrepreneurial spirit and close-knit culture available to

a firm of our size. This is even more evident in the analytics practice. We're a small team with a skillset in growing demand so we get to work on some big international projects whilst simultaneously having the opportunity to contribute meaningfully in the development and growth of the practice.

At OC&C you never feel like just another cog in the machine. Your opinion is both encouraged and considered from day one; our two partner project model is designed to stimulate a diversity of opinions which you are exposed to from the start. Equally, you never feel out of your depth as there are numerous initiatives for your development. These include regular training sessions, a dedicated mentor and our annual International Training Week which this year was held in Warsaw. As part of the analytics (or extended analytics) team, you receive further training with bi-yearly analytics camps that always end with dinner and a few drinks, a testament to the welcoming and fun-loving nature of the firm.

Beyond work there are numerous things to get involved in, from year round events organised by our Ministry of Fun to the annual Away Weekend which brings together employees from all of our offices in a way that not many firms can. For me, it's this winning combination of small firm culture, global opportunities and a group of motivated, intelligent and genuinely fun people that sets OC&C apart.

Luke

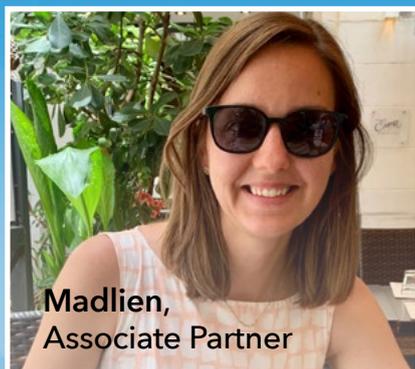
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Our sector focus allows for us to work alongside house-hold brands, thus giving us the opportunity to watch our strategic recommendations come to life well beyond the project



Madlien,  
Associate Partner

Madlien is an Associate Partner at our Munich office. She joined in April 2019, after having spent 6 years living in, and working for a strategy consulting firm in China. Beyond her role, Madlien oversees Training & Development for the Munich office and is a keen member of the OC&Cycle Group.

I've always enjoyed strategy consulting. It has a winning combination of a fast-paced environment, strategic challenges set by clients and diverse commercial insights.

When introduced to OC&C, shortly after my return from China, I was intrigued by the opportunity to help grow and shape the Munich office.

The OC&C recruitment process was fun and challenging at the same time, and the insights I received about our sectors and culture made me realise why we stand out from the crowd. I really enjoyed meeting people from all different levels, from Associate Consultants to Partners and it was this whole experience which influenced my decision to join.

What I really enjoy about OC&C is the type of work that we do; we are truly strategy-focused and serve clients in very tangible industries.

Our strategy focus enables us to answer the most important and most interesting questions for our clients: How are we going to grow profits? What markets

should we expand to? Which products? Strategy projects are relatively short and fast-paced, which exposes us to incredibly steep learning curves. Our sector focus allows us to work alongside household brands, thus giving us the opportunity to watch our strategic recommendations come to life well beyond the project.

I also really like the debates and discussions we have as project teams as those meetings always help to shape the answer we give to our clients. We always try to get to the answer in the 'uncommon' way.

I am extremely excited to be a part of the German operations team. Although the Munich office is currently smaller than some of our other offices, there is an entrepreneurial spirit, which I think results in many benefits - especially with increased Partner and senior client exposure.

Every team member tends to have more impact on the firm development especially through attracting and recruiting fantastic talent to join our growing team.

Luke

Tanveer

Madlien

Dilvir

Chunchun



Dilvir Bhullar,  
Associate Consultant

Dilvir is an Associate Consultant and joined the London office in January 2019 after completing a MEng in Engineering, Economics & Management at Oxford.

I have always enjoyed solving problems and was drawn to OC&C by the type of problems the firm solves for its clients. By having a strong focus on strategy projects, you get to engage with the most interesting strategic questions and develop your skillset whilst doing so.

In my time at OC&C, I have worked on a variety of projects across multiple industries and can genuinely say I am always learning. This is because our projects seek to answer the most important, front-of-mind questions for senior execs and decision makers. As a result, projects are typically quite short (4-6 weeks) with a steep learning curve. You do not always know about a business or industry going into a project, but by the end of the project you become a resident expert with a deep understanding of dynamics.

Projects I have worked on so far range from evaluating trends shaping the film and television post-production market for a software provider to assessing attractiveness of specific international markets for a luxury fashion brand to grow in. Given the nature of our projects, I have really enjoyed the opportunity to work across different project teams and learn from like-minded entrepreneurial colleagues. The environment is very much collaborative, with everyone happy to help and offer advice.

If I had to pick a favourite project experience, it would have to be when we had to "validate" our view on customer propositions of online food-delivery providers by ordering multiple team dinners over the course of a week! As for a non-project experience, I am a big fan of the annual International Training Week (ITW) as it is a great opportunity to meet new colleagues and develop your skillset in a new location.

Beyond the project work, I have most enjoyed the opportunities to get involved helping shape the firm's development. As part of the EC&SD Network, I have been able to help with recruitment initiatives and running events such as breakfasts for new joiners and lunches celebrating cultures to the wider office.

Although we have been living in these strange times whilst working from home, I feel we have still managed to create these opportunities, particularly around maintaining connections across the office. Virtual coffees and lunches have been a great way to socialise in lockdown and bring together our people despite challenges we are all facing.

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Chunchun, Consultant

Chunchun is an Consultant and joined the Shanghai office in 2017 after completing a Masters in Management at ESCP Europe in Paris. She is also a member of the Ministry of Fun.

I joined OC&C with a passion for consumer goods and retail. Since starting, I have had project experience in multiple industries, including projects for a beauty brand, an education group, a snack conglomerate, a kitchenware manufacturer, an IT solution provider and a property developer.

I myself, could not have imagined a role with such a broad spectrum of project topics and with such a steep learning curve, until I personally experienced it. Moreover, along with project experience, I have gained more responsibility within the project teams.

From quickly understanding the goal of the project and being able to provide reliable analysis, to directly assisting in the development of the "answer" alongside senior team members.

My experience at OC&C has also taught me to be proactive about seeking and offering help to others and successfully leading and coaching junior team members. I now have complete knowledge of the OC&C style and communication and I am given the freedom to express my thoughts and ideas in all team and client meetings.

Finally, working within the Shanghai office, which is smaller in scale than the London office, has allowed me to directly work alongside senior OC&C colleagues. I now completely agree with the statement that the fastest way to learn is from working with the smartest people.

Working within a global consultancy with 11 offices worldwide has allowed for many interoffice opportunities. Since starting I have had the chance to work on projects within the UK and France and have leveraged my experience and knowledge on both markets. We are also given the chance to attend our International Training Week 'ITW' where we can socialise with our colleagues across the globe and learn from their experiences.

The best way to describe the Shanghai office is dynamic with a family feel. If we need to work slightly later, we do so as a team. We work hard together in the week and celebrate the work we have done by socialising on Friday evenings and organising annual events such as cycling round Qiandao Lake, going to the theatre and fitness classes. We are more close friends than unfamiliar colleagues. I would not have been exposed to these sorts of experiences elsewhere.

The best way to describe the Shanghai office is dynamic with a family feel



# Your thinking

If you like what you've read, and think you have what it takes, then we want to hear from you.

We know what we're great at  
We have built our business firmly on the sectors and specialisms where we know we can outshine the competition. This guides us to pick the right battles for us and for our clients. Quality is something we won't compromise on.

We're relentless in our pursuit of the right answer  
We're agile thinkers, intellectually curious and up for a challenge. We're not afraid to tell you what you need to hear. That means we come up with brave answers that set us - and you - apart.

We're surprisingly human  
We're an organisation of individuals cut from different cloths but united by a common purpose - working together with our clients and colleagues to build relationships that last.

## OFFICES

Belo Horizonte

Boston

Hong Kong

London

Milan

Munich

New York

Paris

Rotterdam

São Paulo

Shanghai

Warsaw

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**OC&C**  
Strategy consultants