

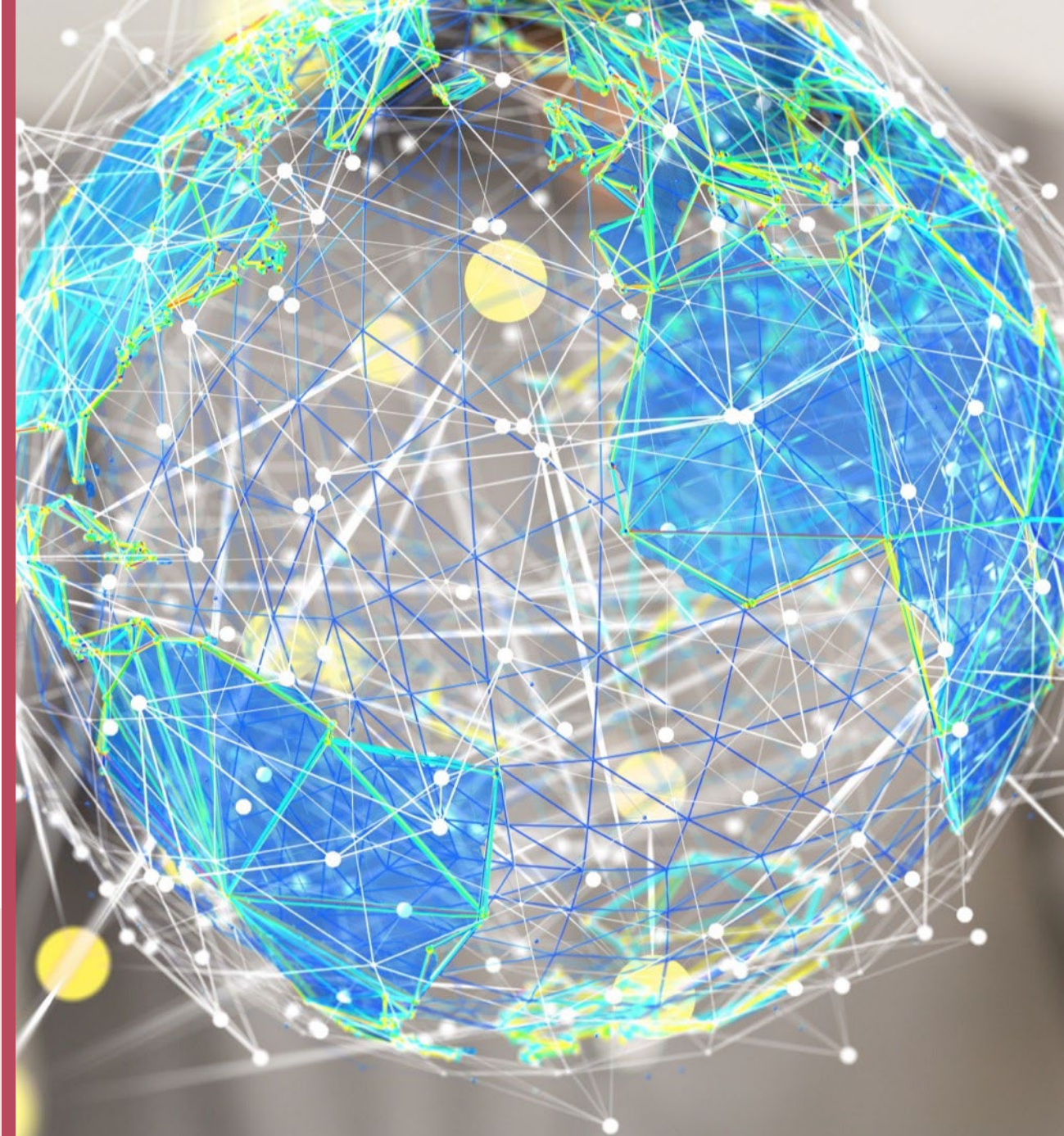
# Redefining collaboration

An Eden McCallum perspective

June 2024

eden  
mccallum

London  
Business  
School





# Contents

## **Disruption and Eden McCallum today**

Why do people 'freelance'?

Redefining collaboration



When we started in 2000, our approach to consulting – using 100% freelancers for delivery – was revolutionary

London  
Business  
School

Business  
Strategy  
Review

## Making the firm flexible

How companies operate has been established over two centuries. Is it possible for a firm to break the established rules of organisation? **Eden McCallum** did just that.

“Eden McCallum’s proposition was simple but scary: a consulting firm without any consultants on the payroll. . .”

Professor Julian Birkinshaw  
LBS Business Strategy Review

# The business model has proven effective over 20+ years and 3000+ projects...

## **3000+ Projects**

- 5 continents
- All sectors
- World's largest companies

## **2500+ Independent consultants**

- ~1000 core
- >90 countries

## **Returning clients**

- 85% of projects





# ...working with leading companies across the globe across all sectors ...

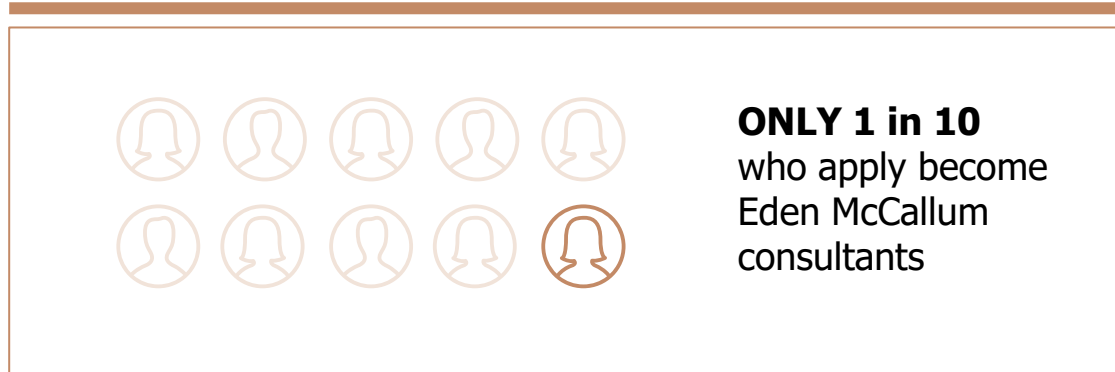


**60** of Global Fortune 500  
**1/3** of top PE firms  
**1/3** of FTSE 100  
**Strategy to transformation**  
**All sectors**  
**In over 60 countries**



# ...and the best independent consultants

## CAREFULLY SELECTED

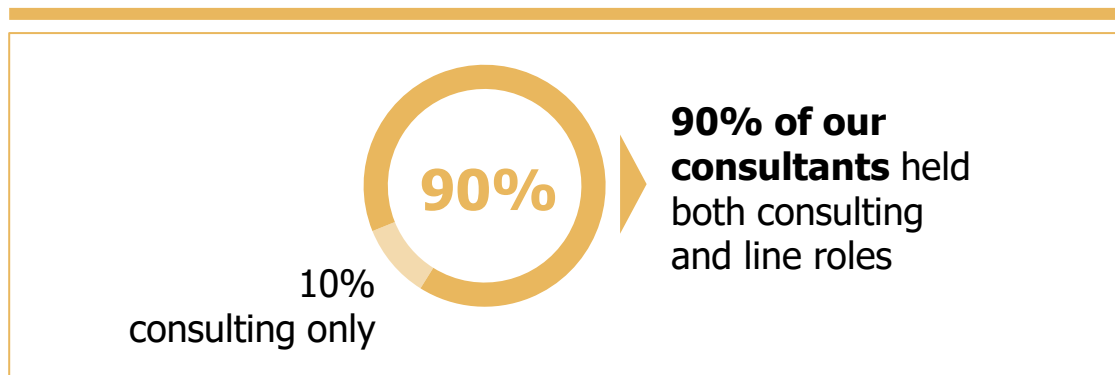


## TRAINED AT THE TOP FIRMS

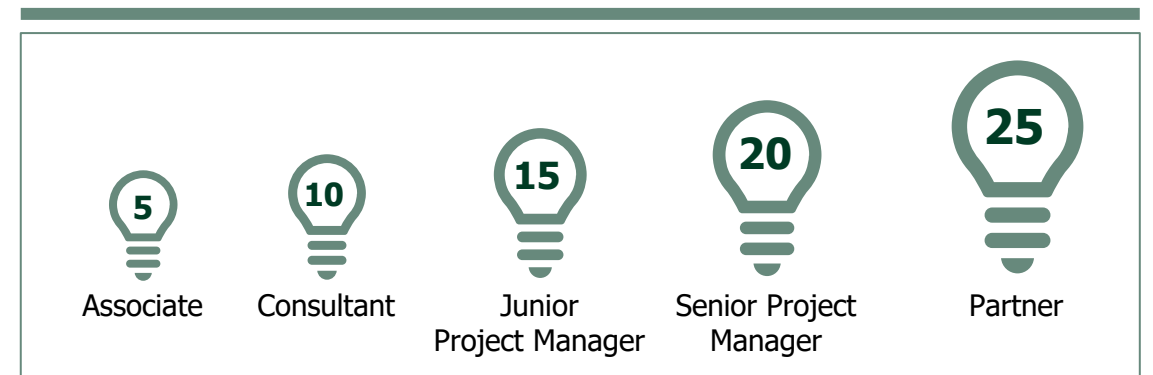
Both industry and consulting experience



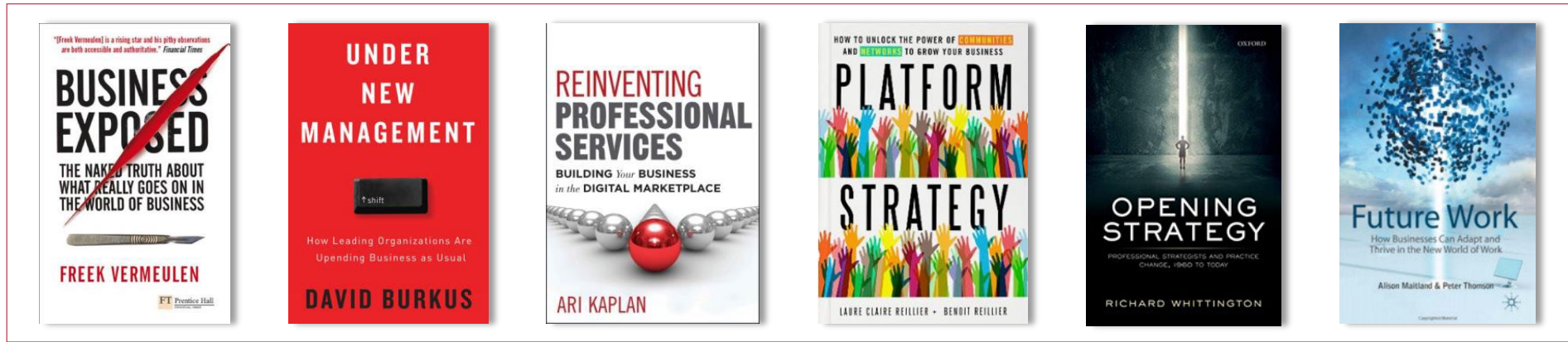
## BOTH INDUSTRY AND CONSULTING EXPERIENCE



## TYPICAL YEARS



# We have been widely acknowledged as an innovator in professional services





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Disruption and Eden McCallum today

**Why do people 'freelance'?**

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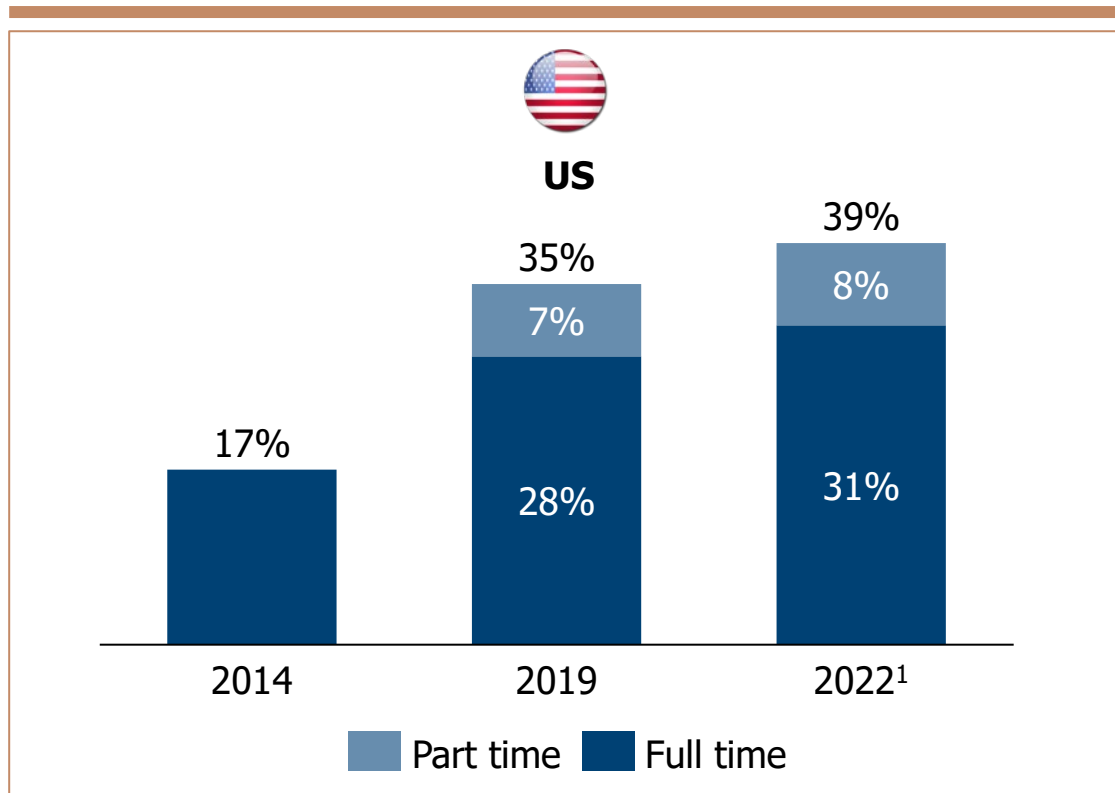




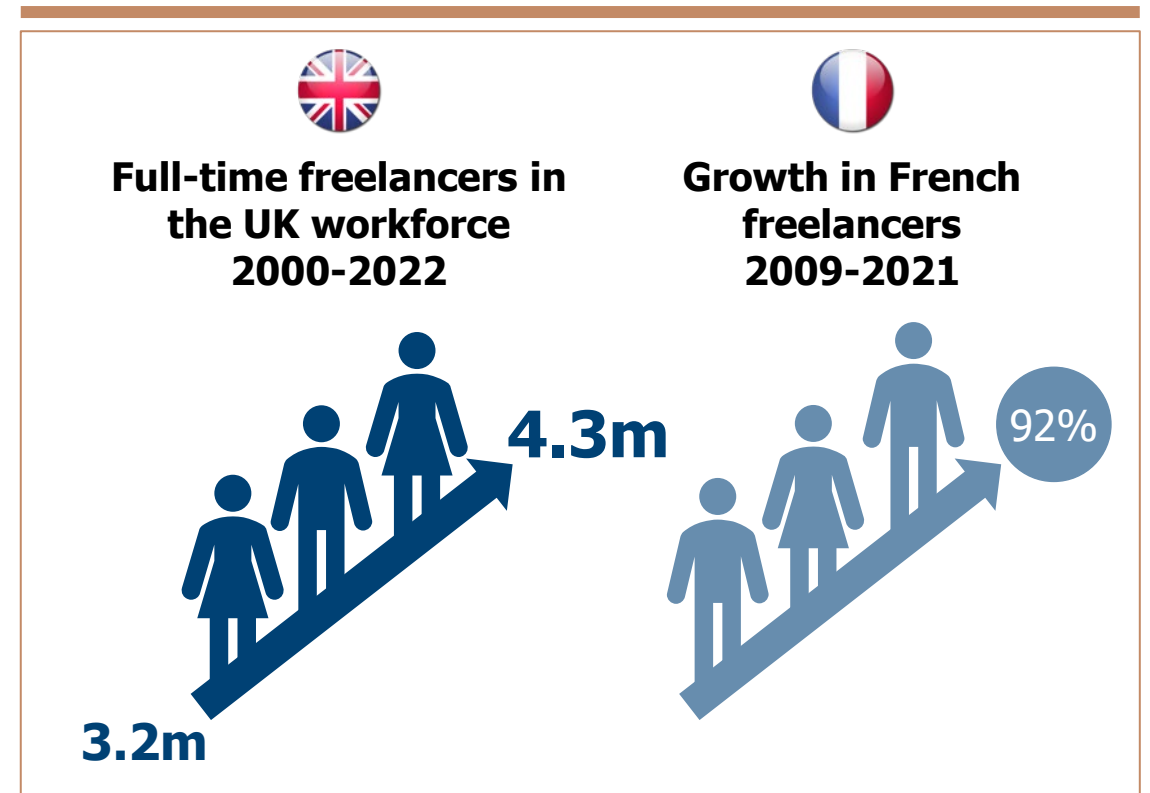
# In the US, about 4 in 10 of the workforce participates in the gig economy, and the numbers of freelancers are growing in both the US and Europe

## FREELANCE WORKER STATISTICS

### GROWTH OF FREELANCERS AS % OF LABOUR FORCE



### GROWTH OF FREELANCE WORKERS



1. 2022 full-time freelancers estimated based on 2019 data i.e., 80% of total freelancers

Source: Freelancers Union: Freelancing in America 2019, 2022; Freelancing in Europe 2022: Malt + BCG; Statista: Number of self-employed workers in the United Kingdom from May 1992 to December 2022


# Mainstream firms are also recognising that independent professionals will be a key part of their work force



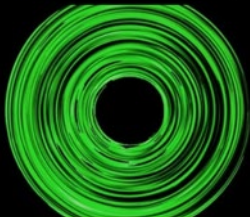
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## Take control of your career

GigNow is a talent marketplace that matches contract workers with gigs at iconic organizations around the world. We make it simple to find the projects you love. We give you the flexibility and choice to control your career.

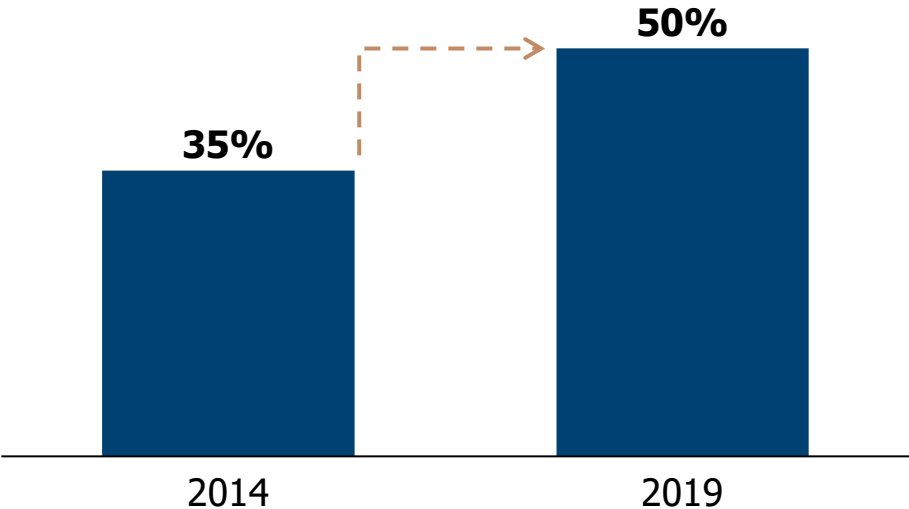
**Find your next gig now.**  

**...the importance of on-demand workers has moved from 'a lever we could pull five years ago' to 'a key part of our strategy' – Global Chief Innovation Officer, EY**

Source: Company websites; Financial Times 'Gig Economy's new deal for Silicon Valley's white collar workers,' 13 Feb 2020

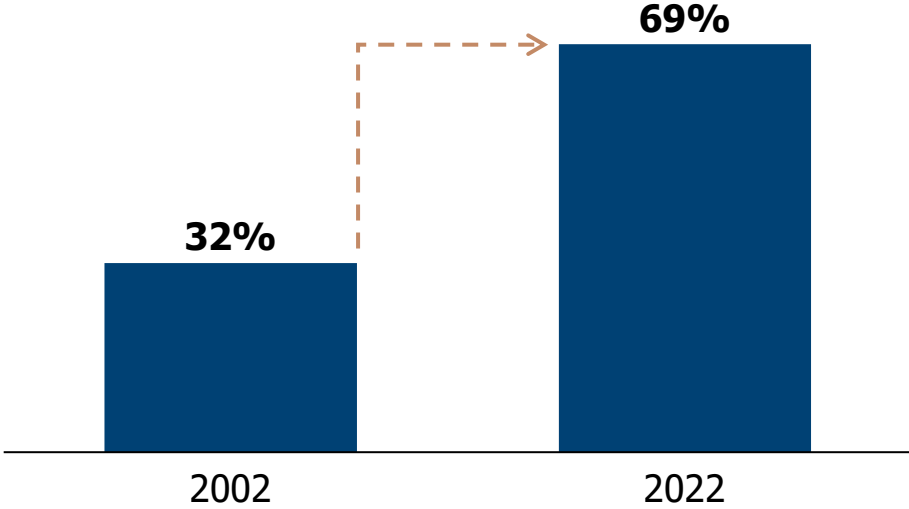
# Independent consulting is increasingly a career choice, rather than something done in between permanent roles

## FREELANCING IS A LONG-TERM CAREER CHOICE



**Q:** Which is closer to how you view freelancing:  
A **temporary** way to make money **or**  
a **long-term** career choice?

## INTEND TO FREELANCE FOR >3 YEARS



**Q:** How long do you intend to remain as  
an independent consultant:  
<1 year    1-3 years    >3 years?

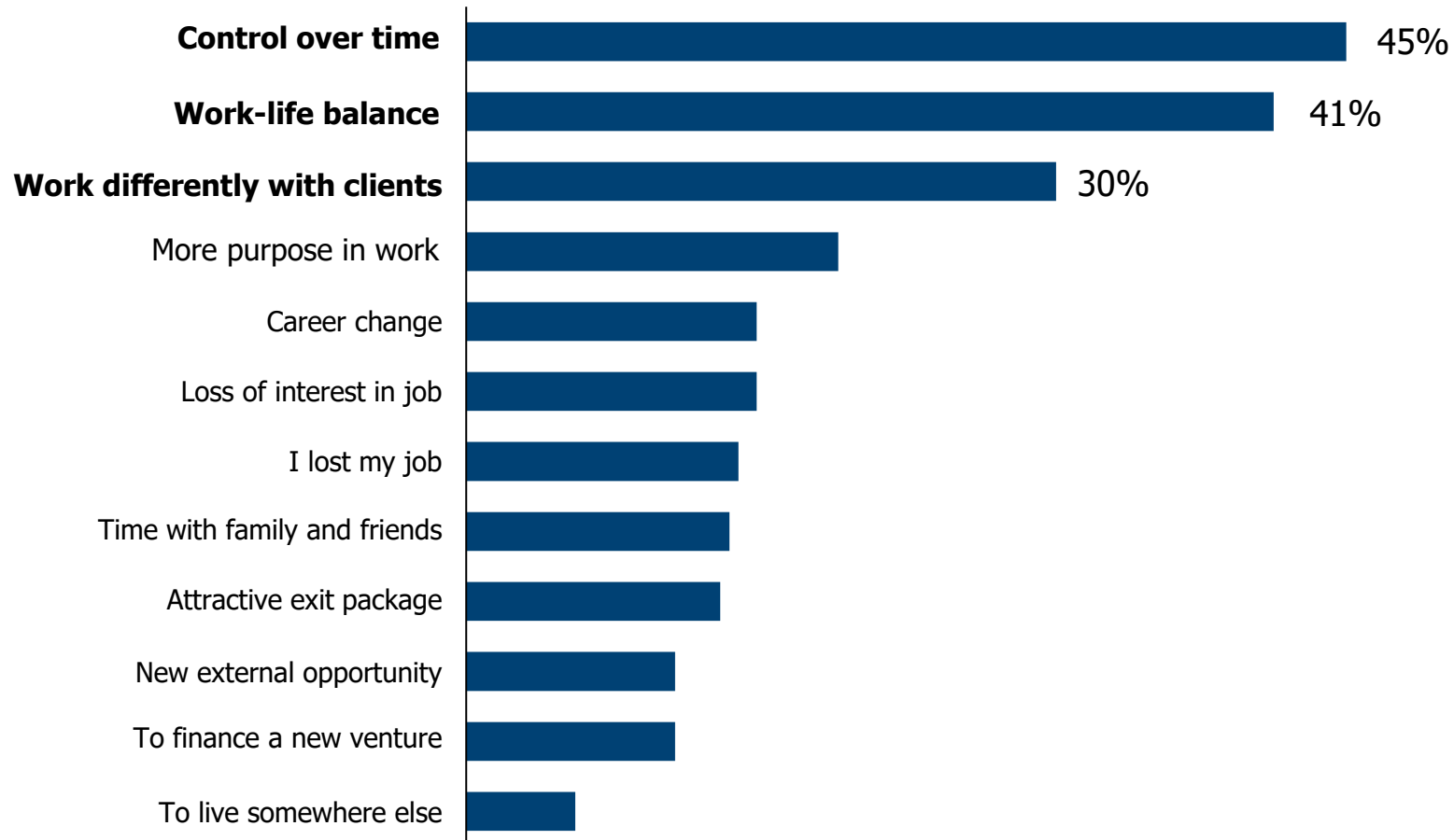
Source: Eden McCallum IC survey 2002 and 2022; *Freelancers Union: Freelancing in America: 2019*





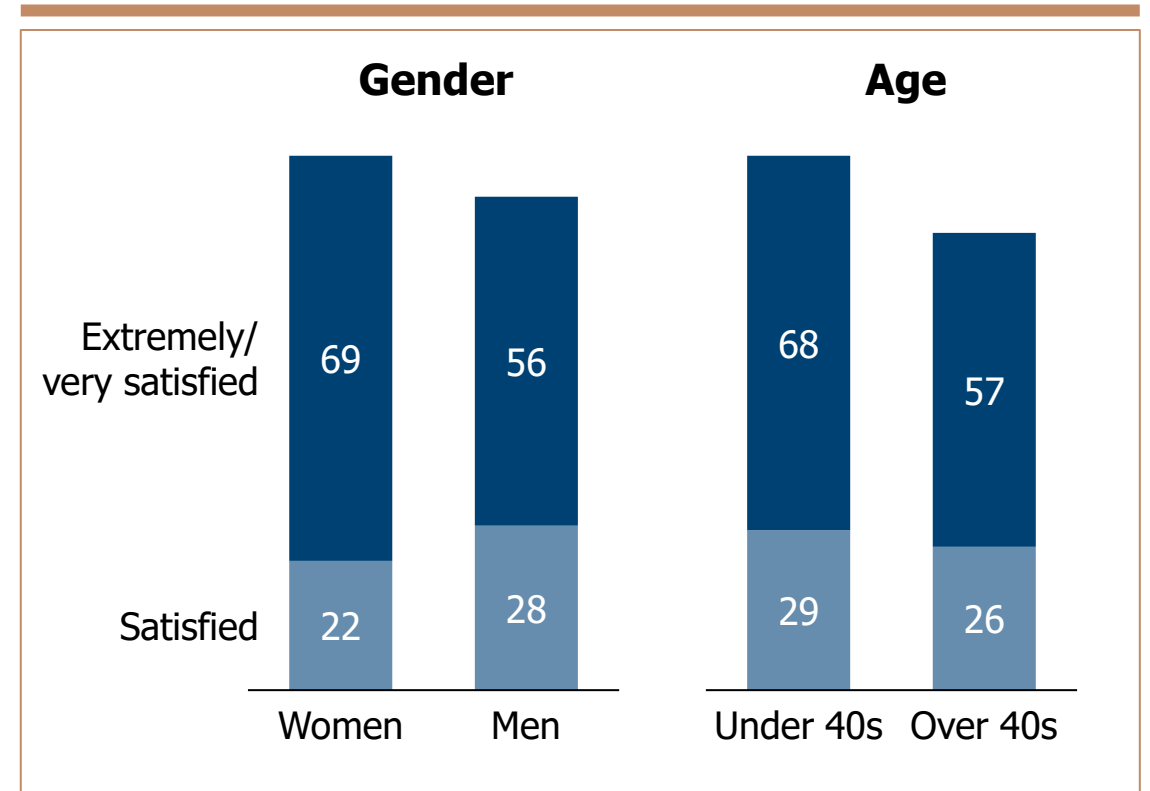
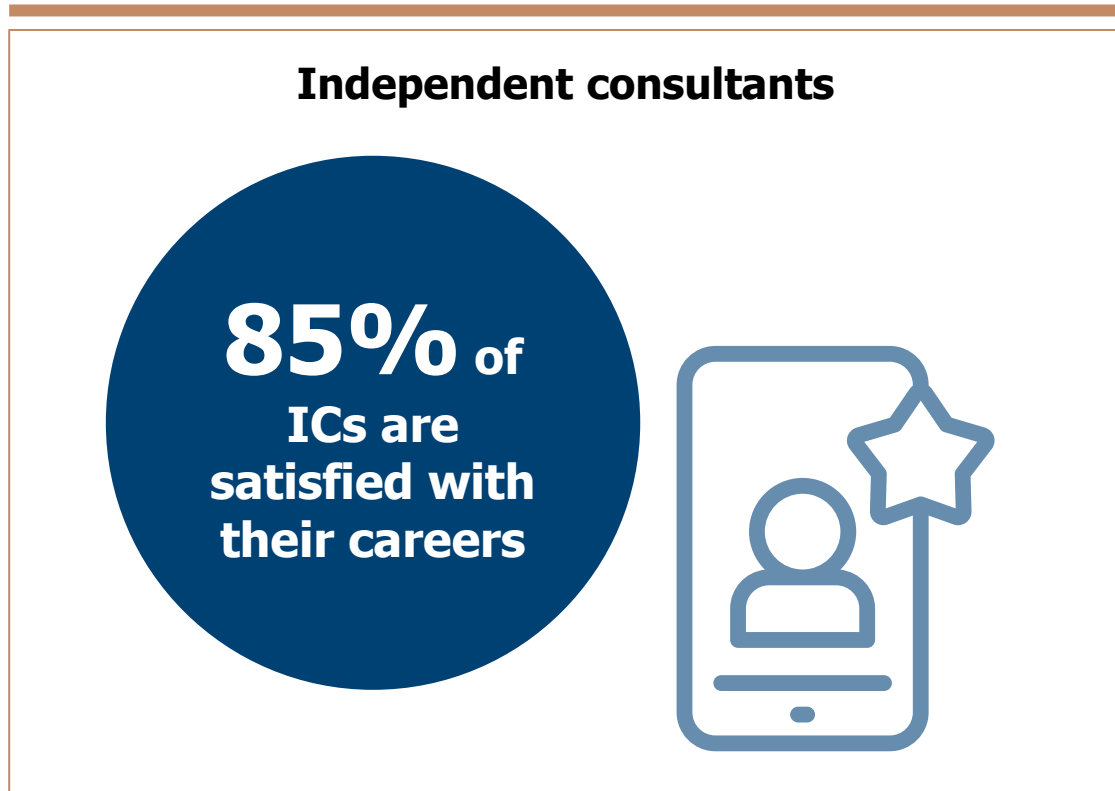
# Control, balance and working differently are the key reasons to go independent

## REASONS FOR BECOMING AN INDEPENDENT CONSULTANT



# Independent consultants are highly satisfied with their careers ...especially women and younger ICs







## OVERALL CAREER SATISFACTION





Source: Eden McCallum IC survey 2022

# We asked consultants to rate the importance and satisfaction of multiple career dimensions...

## FACTORS RATED

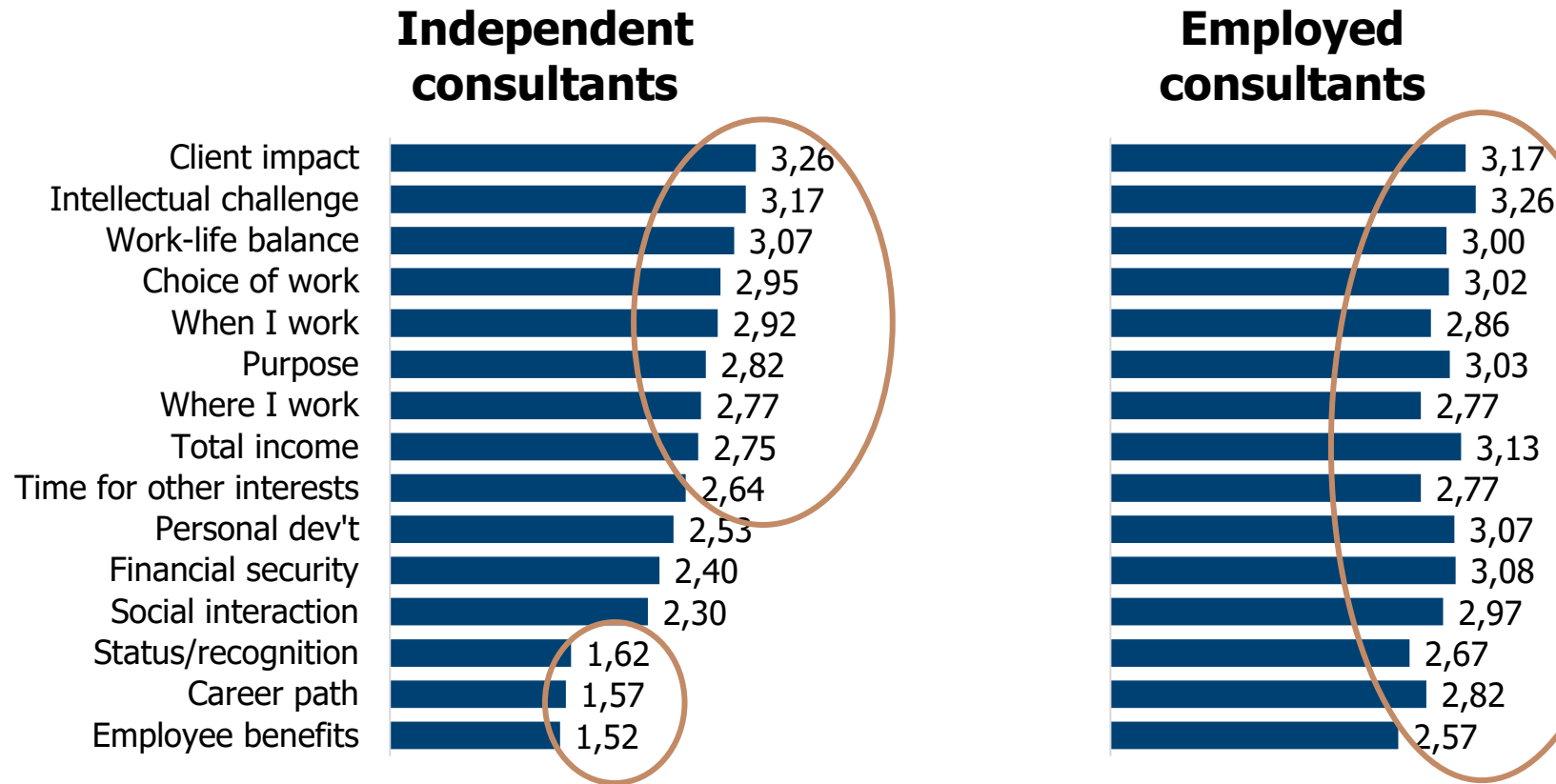
-  Intellectual challenge
-  Which work
-  When I work
-  Where I work
-  Time for other interests
-  Work-life balance
-  Personal development

-  Financial security
-  Total income
-  Societal contribution
-  Social interaction
-  Career path
-  Benefits
-  Status



# Independent consultants make clear choices about what matters to them and what doesn't – unlike their employed peers

## IMPORTANCE OF CAREER FACTORS

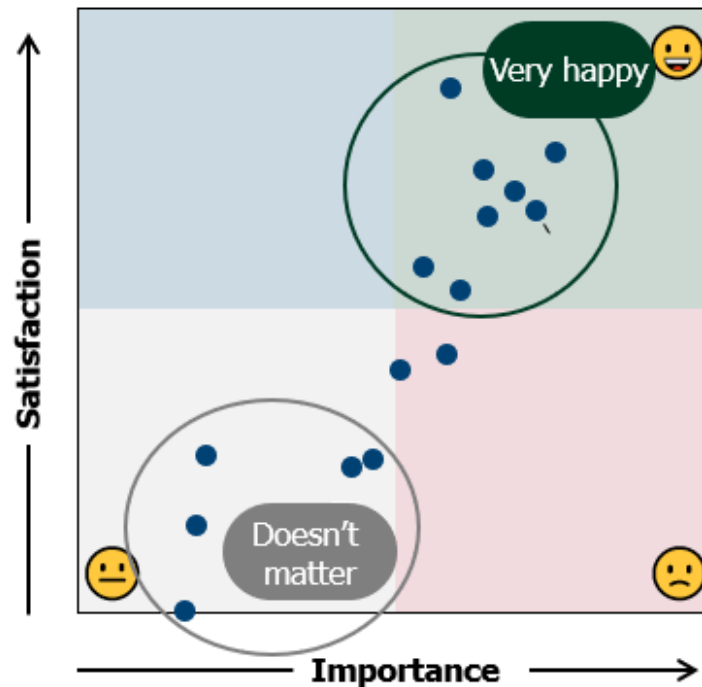


1 = Not at all important; 4 = Extremely important

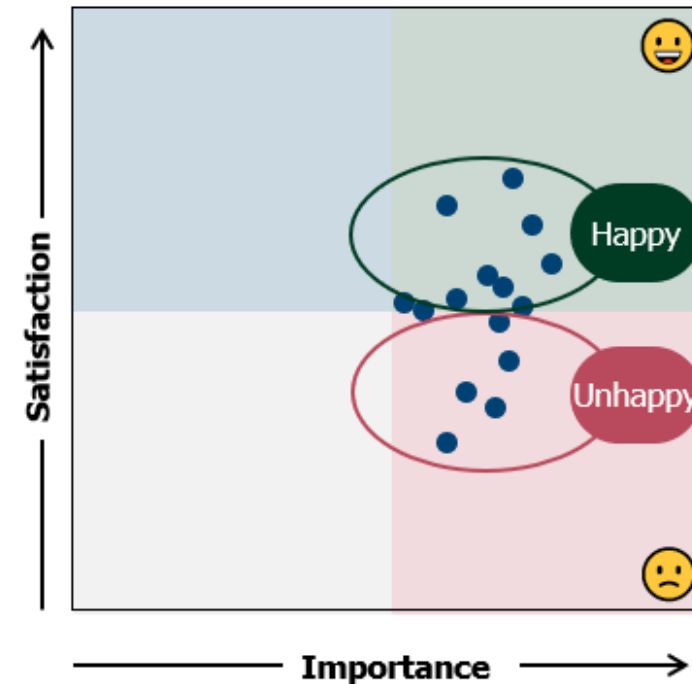
# ICs are clear about what matters and what doesn't, and are highly satisfied with the things that matter most – unlike their employed peers

## IMPORTANCE OF AND SATISFACTION WITH CAREER FACTORS

### Independent consultants

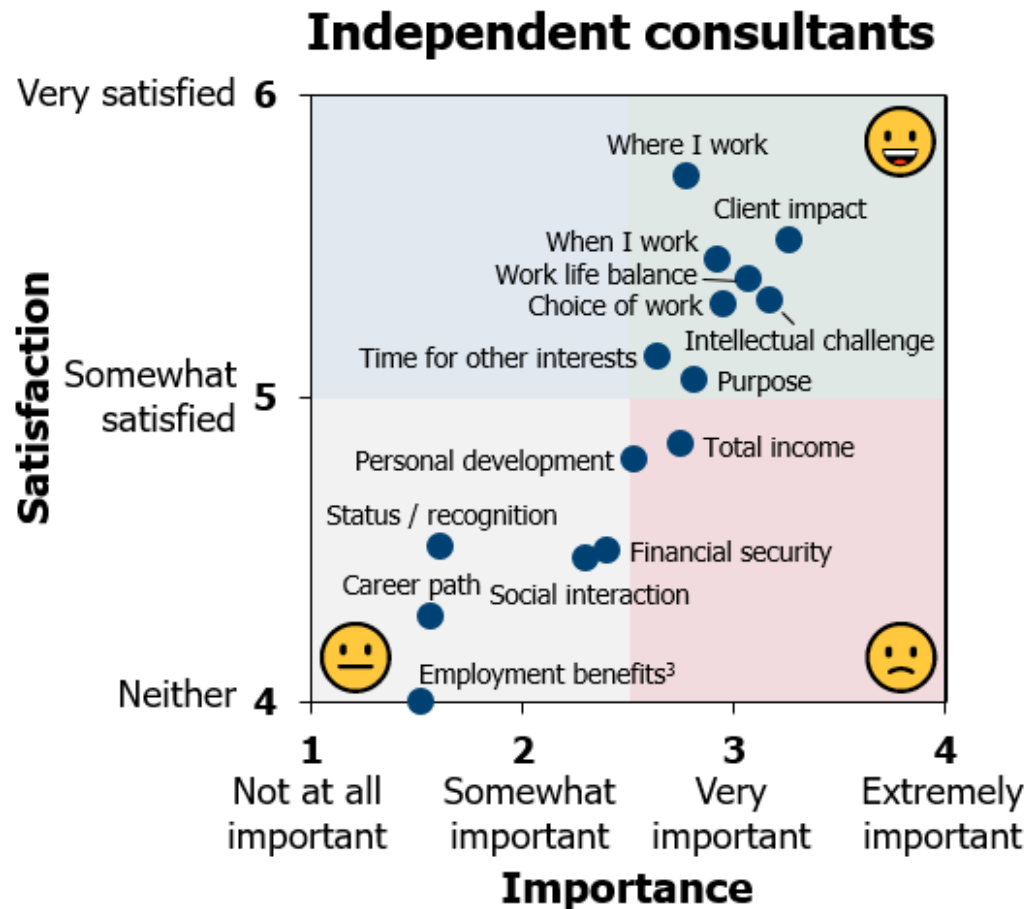


### Employed consultants



# The factors in more detail

## IMPORTANCE OF AND SATISFACTION WITH CAREER FACTORS

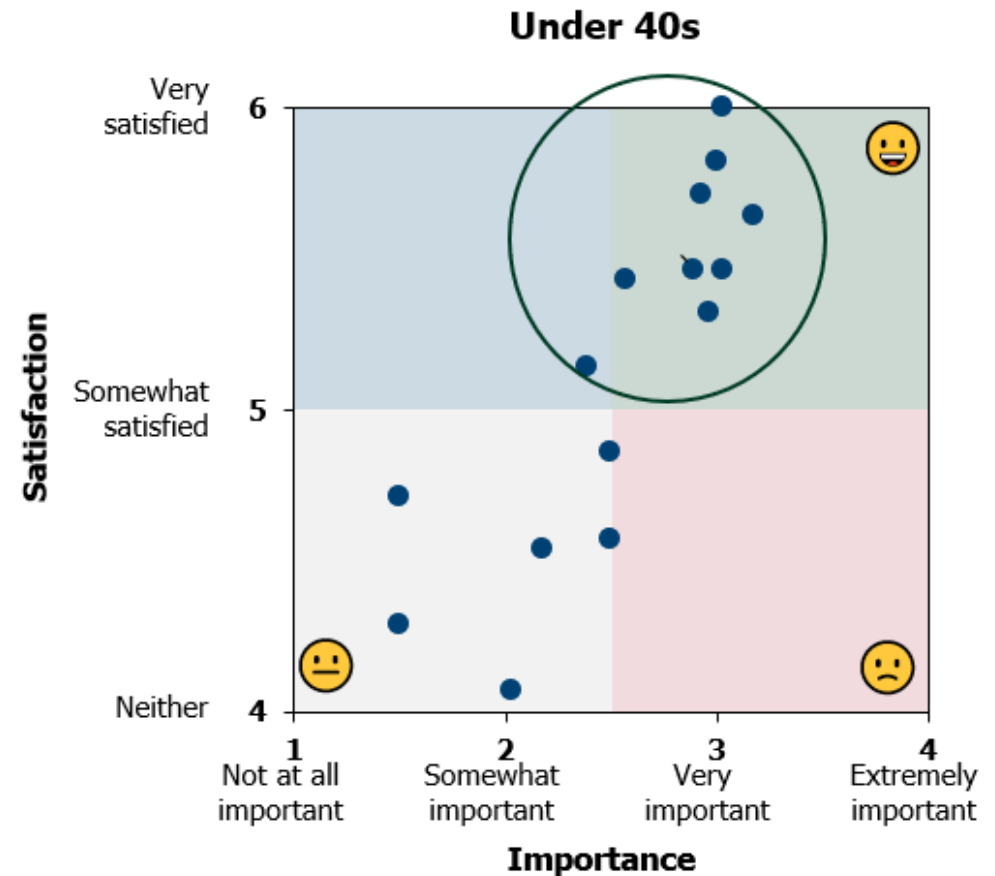
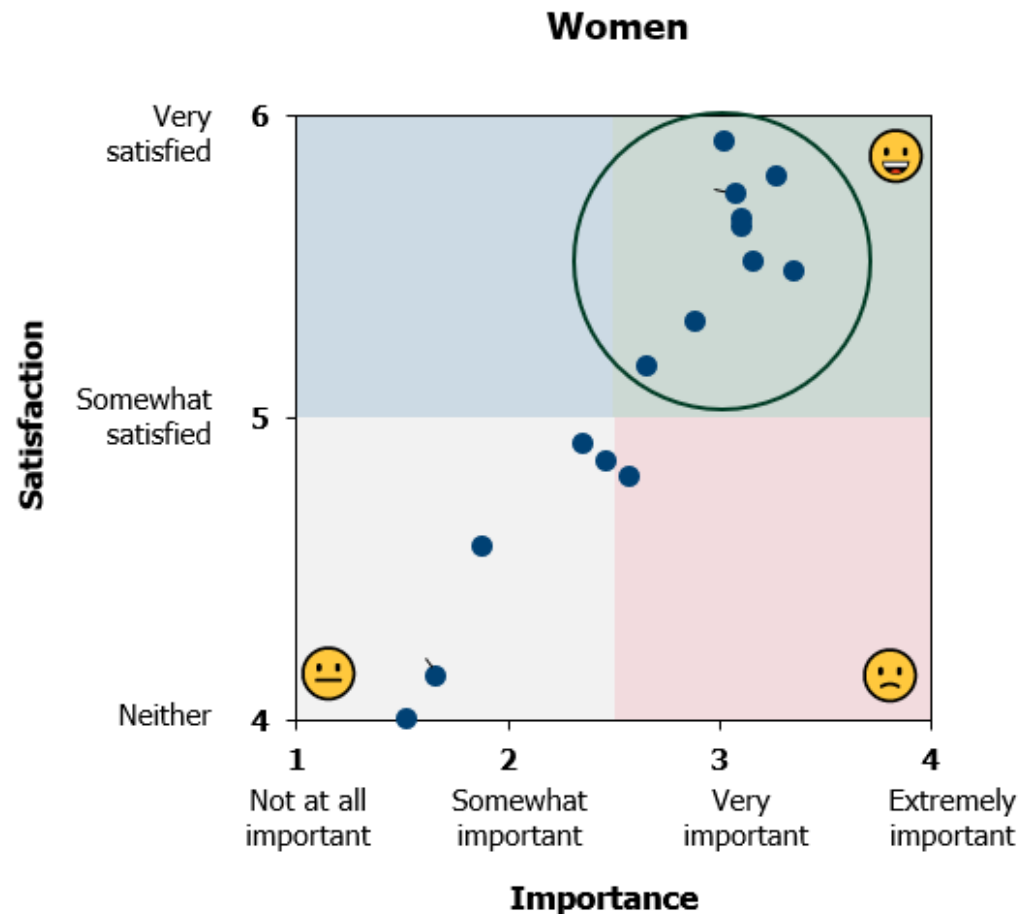


Source: Eden McCallum IC survey 2022; independent consultants n=307; employed consultants n=94



# Female ICs and Under 40s are particularly happy with the things that matter most – and are very clear about what doesn't

IMPORTANCE OF AND SATISFACTION WITH CAREER FACTORS – WOMEN AND UNDER 40s



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Disruption and Eden McCallum today

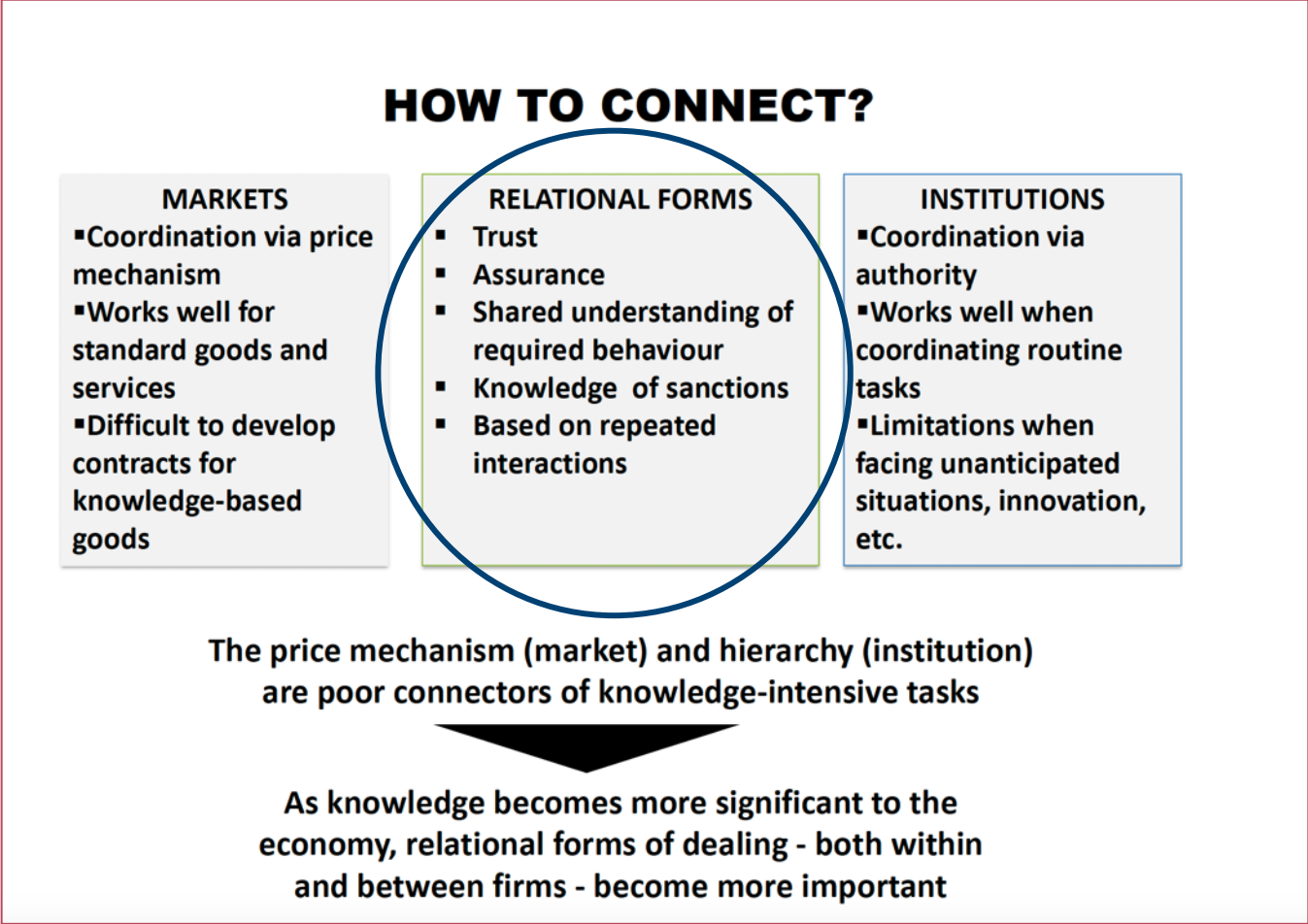
Why do people 'freelance'?

**Redefining Collaboration**



# Eden McCallum is a model that relies on relational forms of connection

## DIFFERENT FORMS OF CONNECTION



# The collaboration in the Eden McCallum model is underpinned by a rational calculation and a number of core beliefs

## CORE BELIEFS

### Assurance

- Careers are long
- The world is small
- Rewards of collaboration > rewards of defecting

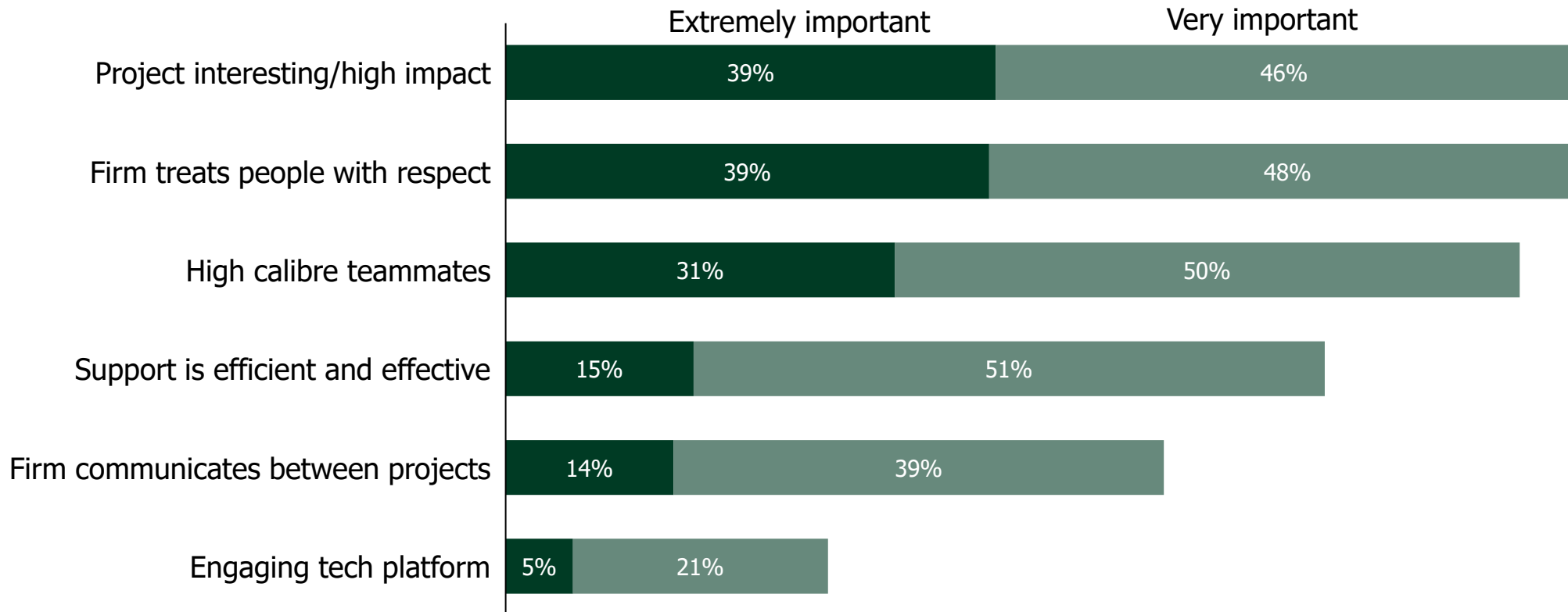
### Trust

- Trust is about values, not just transactions
- Values: excellence, integrity, respect
  - Initial screen
  - Project kick off
  - Interactions with team
  - 360 feedback



# Interesting work, respect and the calibre of teammates are the key factors when working with 3<sup>rd</sup> party firms

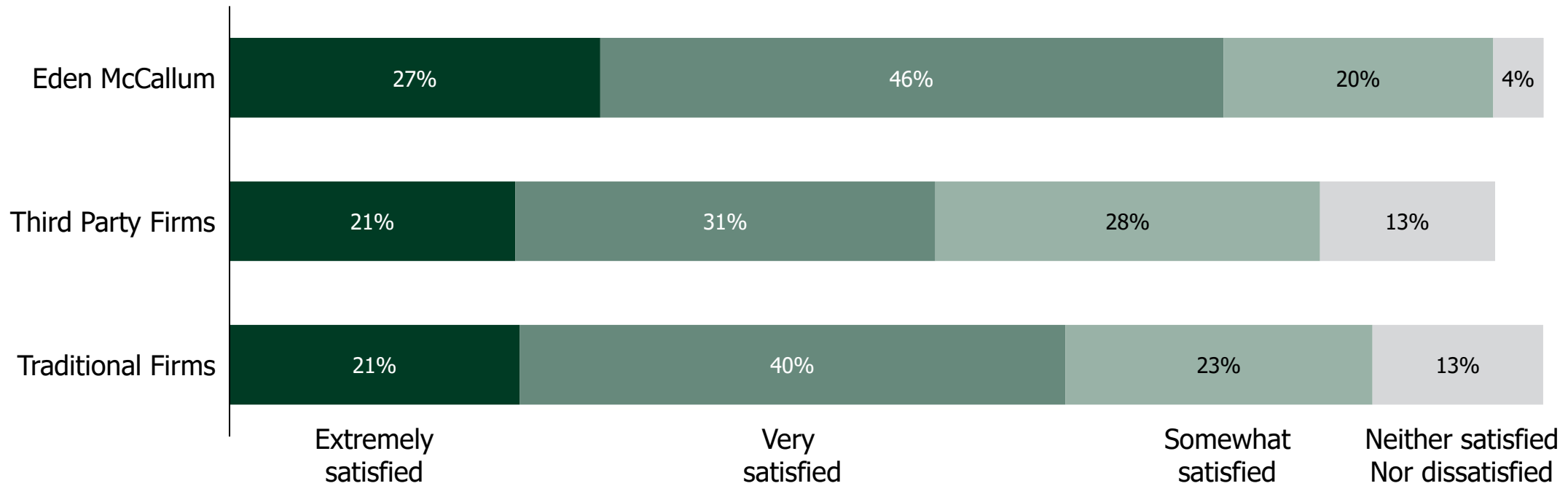
## IMPORTANCE OF FACTORS FOR INDEPENDENT CONSULTANTS



Source: Eden McCallum IC survey 2022

# ICs have high satisfaction with Eden McCallum, but are more satisfied with the traditional firms than 3<sup>rd</sup> party firms generally

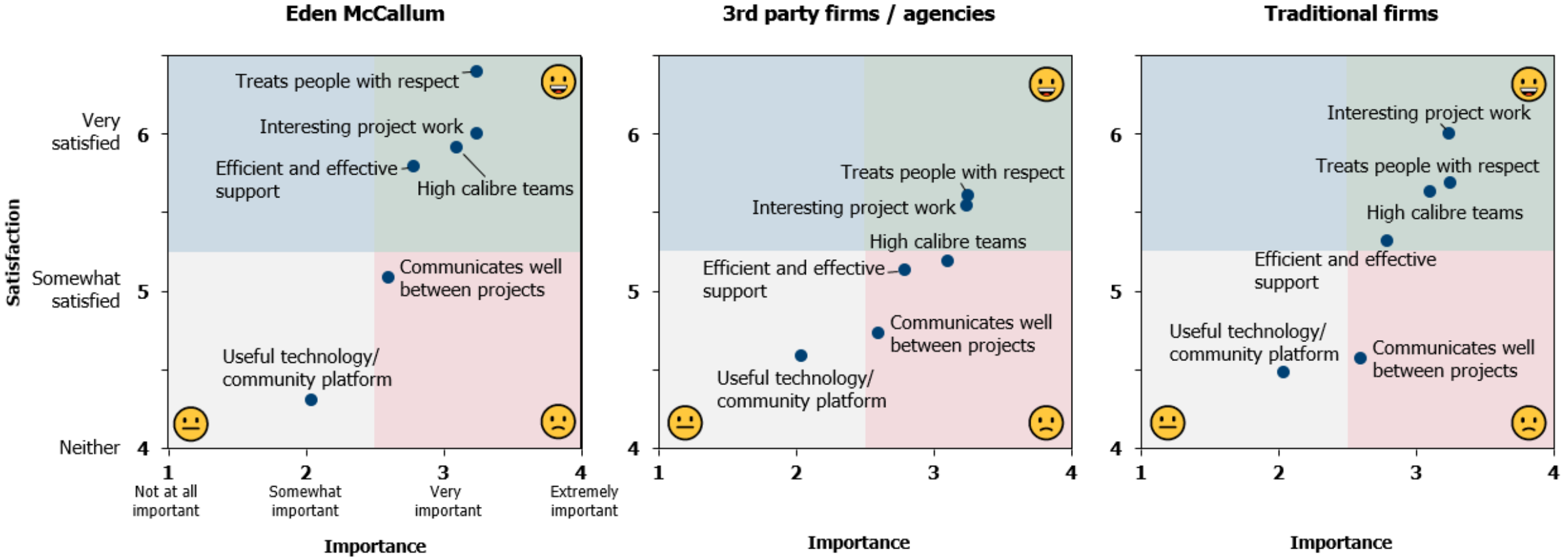
OVERALL SATISFACTION OF EXPERIENCE WORKING WITH 3<sup>RD</sup> PARTIES AND TRADITIONAL FIRMS<sup>1</sup>



Source: Eden McCallum IC survey 2022

# Eden McCallum is rated highly on the things that matter most to ICs – interesting projects, respect and high calibre teammates

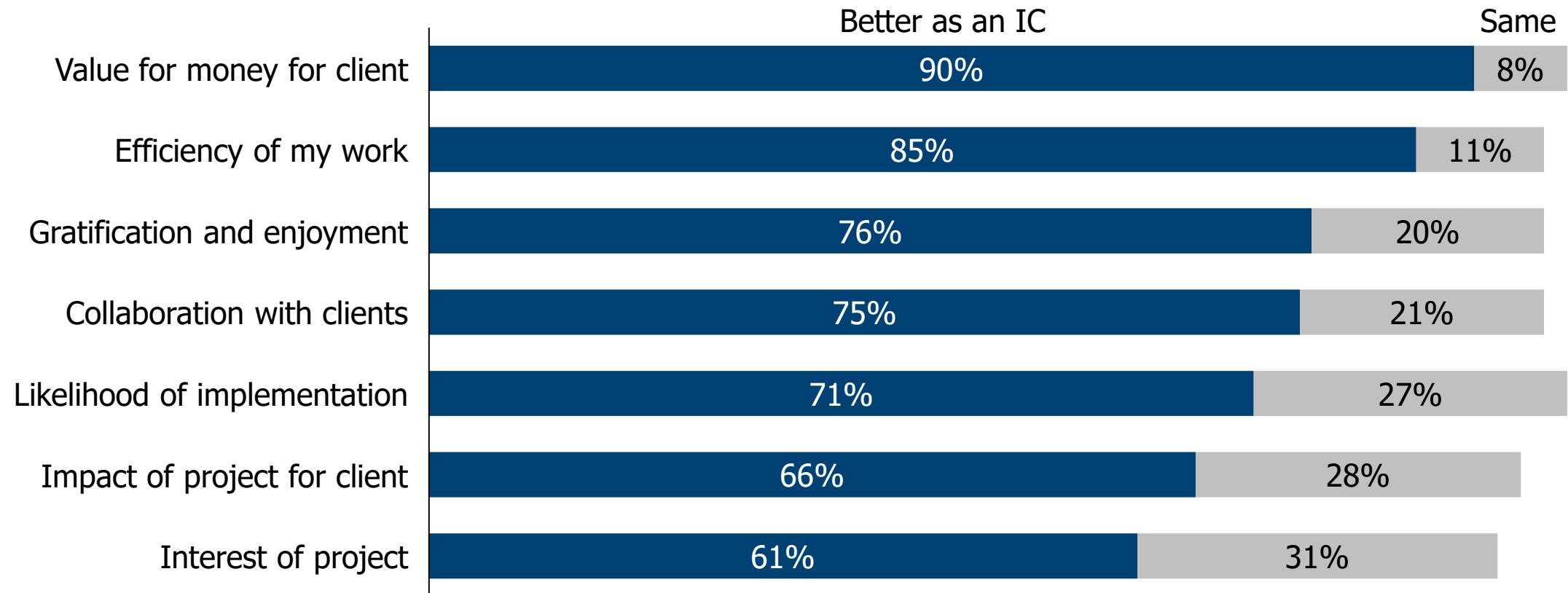
## IMPORTANCE AND DRIVERS OF SATISFACTION



Source: Eden McCallum IC survey 2022

# ICs believe this way of working is significantly better for clients

RATING OF CURRENT WORK AS AN INDEPENDENT VS. PROJECT WORK WHEN EMPLOYED



Source: Eden McCallum IC survey 2022



## ...which clients describe in their own words

“Their approach [is] very efficient...they get us to the **endgame a lot faster.**”

“Without their **expertise**, their **insights**, and their **challenge** we wouldn't have been able to make as **clear-cut and good decisions**”

“[They] focus on **delivering a result**, not just a project”

“We went on a journey and **created a strategy together**”

“Quickly and flexibly create teams who are **perfectly matched to the client's project needs**”



More experienced consultants:  
Faster, deeper insight  
Lasting impact  
Collaborative and pragmatic  
Flexible and tailored

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