

General Services Administration Federal Supply Service

Schedule for Management, Organization
and Business Improvement Services (MOBIS)

Contract Number: GS-10F-0198P

June 2014

Authorized Federal Supply Schedule Details

Contract Number: GS-10F-0198P

FSC Group: 874

FSC Class: R499

Special Item No.: 874-1, 874-6, 874-7

Contract Period: 17 February 2004 through 16 February 2019

Contact Information

A.T. Kearney, Inc.

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Customer Information

1a. Special Item Number (SIN), Item Descriptions and Award Prices:	SIN 874-1: Integrated Consulting Services SIN 874-6: Acquisition Management SIN 874-7: Integrated Business Program Support Services		
1b. Lowest Priced Model Number and Lowest Unit Price:	See labor rates, page 25		
1c. Hourly Rates and Descriptions:	See labor rates and labor category descriptions, pages 18-25		
2. Maximum Order:	\$1,000,000.00		
3. Minimum Order:	\$100.00		
4. Geographic Coverage (Delivery Area):	Domestic Only		
5. Point of Production (City, County and State or Foreign Country):	Arlington, Virginia, USA		
6. Discount From List Price or Statement of Net Price:	None		
7. Quantity Discounts:	None		
8. Prompt Payment Terms:	Net 30 Days		
9a. Government Purchase Cards at or Below the Micro-Purchase Threshold:	Government purchase cards will be accepted below the micro-purchase threshold.		
9b. Government Purchase Cards Above the Micro-Purchase Threshold:	Government purchase cards will not be accepted above the micro-purchase threshold.		
10. Foreign Items:	N/A		
11a. Time of Delivery:	Delivery based upon contractual requirements		
11b. Expedited Delivery:	Contact contractor		
11c. Overnight and 2-day Delivery:	N/A		
11d. Urgent Requirements:	N/A		
12. FOB Point:	Destination		
13a. Ordering Address:	Attn: James Devey A.T. Kearney, Inc. 1300 Wilson Blvd, Suite 1550 Arlington, VA 22209 703-247-8950	Attn: Eric Smith A.T. Kearney, Inc. 1300 Wilson Blvd, Suite 1550 Arlington, VA 22209 703-247-8975	Attn: Robert Willen A.T. Kearney, Inc. 1300 Wilson Blvd, Suite 1550 Arlington, VA 22209 703-562-4084

13b. Ordering Procedures:	Orders are placed directly with the individuals listed above
14. Payment Address:	A.T. Kearney, Inc. 1803 Paysphere Circle Chicago, IL 60675
15. Warranty Provision:	N/A
16. Export Packaging Charges:	N/A
17. Terms & Conditions of Government Purchase Card Acceptance:	N/A
18. Terms & Conditions of Rental, Maintenance, and Repair:	N/A
19. Terms & Conditions of Installation:	N/A
20. Terms & Conditions of Repair Parts:	N/A
20a. Terms & Conditions for Other Services:	N/A
21. List of Service and Distribution Points:	N/A
22. List of Participating Dealers:	N/A
23. Preventative Maintenance:	N/A
24. Special Attributes:	N/A
24b. Section 508 Compliance Information:	N/A
25. Data Universal Number System (DUNS):	001750645
26. System for Award Management (SAM)	Registration is active as CAGE code: 9G891

Access to online ordering information, pricing, and terms and conditions is available through GSA Advantage!™, found at www.gsaadvantage.gov

The Service Contract Act (SCA) is applicable to this contract as it applies to the entire MOBIS Schedule and all services provided. While no specific labor categories have been identified as being subject to SCA due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29 CFR 541.300), this contract still maintains the provisions and protections for SCA eligible labor categories. If and / or when the Contractor adds SCA labor categories / employees to the contract through the modification process, the Contractor must inform the Contracting Officer and establish a SCA matrix identifying the GSA labor category titles, the occupational code, SCA labor category titles and the applicable WD number. Failure to do so may result in cancellation of the contract.

Introduction

A.T. Kearney is one of the largest high-value management consulting firms in the world. The firm was established more than 80 years ago to provide management counsel to senior management, typically focusing on key issues on the CEO's agenda. CEOs and government leaders around the globe acknowledge A.T. Kearney as the "impact consultants." Our dedication to working closely with clients to realize lasting, tangible results has led to strong, enduring relationships; approximately 90 percent of our clients return for further business. This is a testament to the real value A.T. Kearney brings to clients, and the key driver of our continued success.

Our clients receive a high return on their consulting investment, as well as new intellectual content and solutions that work. Our officers are actively involved in every engagement. A.T. Kearney is known for its ability to provide practical, concrete recommendations and support clients through implementation. We do this in an environment that encourages a working partnership. As a result, A.T. Kearney has been recognized as the high-value-added consulting firm with the greatest client satisfaction.

Our consulting philosophy includes a focus on results orientation and a commitment to mutual involvement: Our primary concentration is on producing pragmatic recommendations and implementing meaningful changes—those that significantly improve the competitive ability of our clients.

Our vision

- We aspire to be the most admired global full-service management consulting firm, distinguished by our culture and how we work.
- We will be the first choice in providing immediate impact and growing advantage for our clients, our people, and the societies in which we live.
- We will be a global collaborative partnership, top three where we choose to compete, double in size by 2020.

Our promises

- Be recognized for co-creation of innovative ideas and high-impact results with our clients and external partners.
- Create lasting benefits for the societies in which we live, in collaboration with deep networks of external partnerships.
- Provide unsurpassed personal growth and opportunities for our people in a collaborative and diverse culture.
- Realize above-market growth and value for our clients and stakeholders.

Our vision is clear and our potential boundless.

A.T. Kearney at a glance

- More than 80 years of management consulting experience
- One of the top-five management consulting firms
- More than 3,200 employees in offices in 40 countries
- Annual revenues of US\$1 billion in 2013

A.T. Kearney's Government Practice

A.T. Kearney has extensive experience working with governments around the world. We have committed significant resources to our global government practice, and now have more than 150 consultants in Europe, Latin America, Asia and North America with government experience.

The government practice is committed to developing intellectual capital, such as benchmarking agility, that will enable us to provide thought leadership and creative solutions for our government clients. Currently, a research initiative is underway—in conjunction with the London School of Economics—to understand the importance of agility in the organizational agenda of government, and to develop tools to measure and compare agility.

A.T. Kearney has worked with governments across the world to establish a holistic change approach that ensures a strong linkage between activities and strategy outcomes. We strive to leverage best practices from extensive experience in the private sector to manage effective change in a government environment.

Overview of A.T. Kearney Organization and Service Offerings

A.T. Kearney is a matrixed organization defined by geographic areas (Americas, Europe, Asia), service or process specialization and industry specialties. This structure enables us to transfer best practices across industries while developing deep service-line expertise. We have a broad range of service offerings to address most client needs. We work with clients to develop strategy, improve operations, manage transformation programs and identify and develop enabling technology. In many cases we do this on an innovative risk- and reward-sharing basis to deliver the highest value for consulting investment.

Selected services are described below and our service practices are described on the following pages.

Sourcing solutions, a comprehensive service aimed at accelerating and maximizing the value that organizations obtain from their suppliers. A.T. Kearney is the market leader in helping companies solve complex procurement problems and deliver dramatic financial results.

Next-generation cost reduction focuses on achieving substantial cost savings that span the entire organization, bringing about step changes in cost structures, producing sustainable results and fundamentally changing the organization's business model.

Enterprise-services transformation helps clients decide to own or outsource services and processes, establish high service levels at low costs, transition and transform the organization, and successfully outsource non-core operations.

Shared services is an offering in which we help organizations achieve efficiencies throughout the enterprise by developing the most appropriate structure to share and allocate cross-enterprise services.

Information-technology strategy and value management is an offering spanning the range of IT issues, including initial strategy development, efficiency improvement, architecture definition and execution.

Merger integration guides our clients through the challenges of merging multiple entities, whether corporate or governmental. A.T. Kearney's proven framework addresses the needs of merging or acquiring organizations throughout the lifecycle of the merger, including performing due diligence, developing shared-services organizations and integrating infrastructure.

Supply chain performance improvement focuses on significantly improving cost and customer service levels in the supply chain.

SIN 874-1 Integrated Consulting Services

A.T. Kearney’s consulting services are grouped by functional practice. The three primary service practices are strategy and organization consulting, operations consulting and technology and transformation consulting (see figure 1).

Figure 1

A.T. Kearney practices

A.T. Kearney practice	Strategy and organization consulting	Operations consulting	Technology and transformation consulting
Main service offering	<ul style="list-style-type: none"> • Corporate strategy and business unit strategy • Pricing optimization • Market strategy • Merger integration • Tax minimization and transfer pricing economics • Technology strategy and innovation • Technology-value leverage • Customer solutions 	<ul style="list-style-type: none"> • Sourcing solutions • Next-generation cost reduction • MRO management • Supply chain performance improvement • Suppliers relations • Productivity manufacturing and supply chain management • Innovation management • Customer-relationship management 	<ul style="list-style-type: none"> • Selling, general and administrative expenses optimization • Corporate center and shared services • Strategic business process outsourcing (BPO) • Best shore selection • IT strategy and alignment • IT sourcing and cost reduction • IT operational excellence
Main focus of services offered	<ul style="list-style-type: none"> • Strategic, business and action planning • Leadership systems • Organizational assessments • Systems alignment • High-performance work 	<ul style="list-style-type: none"> • High-performance work • Performance measures and indicators • Process and productivity improvement • Program audits and evaluation • Cycle time 	<ul style="list-style-type: none"> • Full spectrum of IT capabilities — strategy implementation and execution • Shared services • Process and productivity improvement • Solution integration • Benefits acceleration

Source: A.T. Kearney

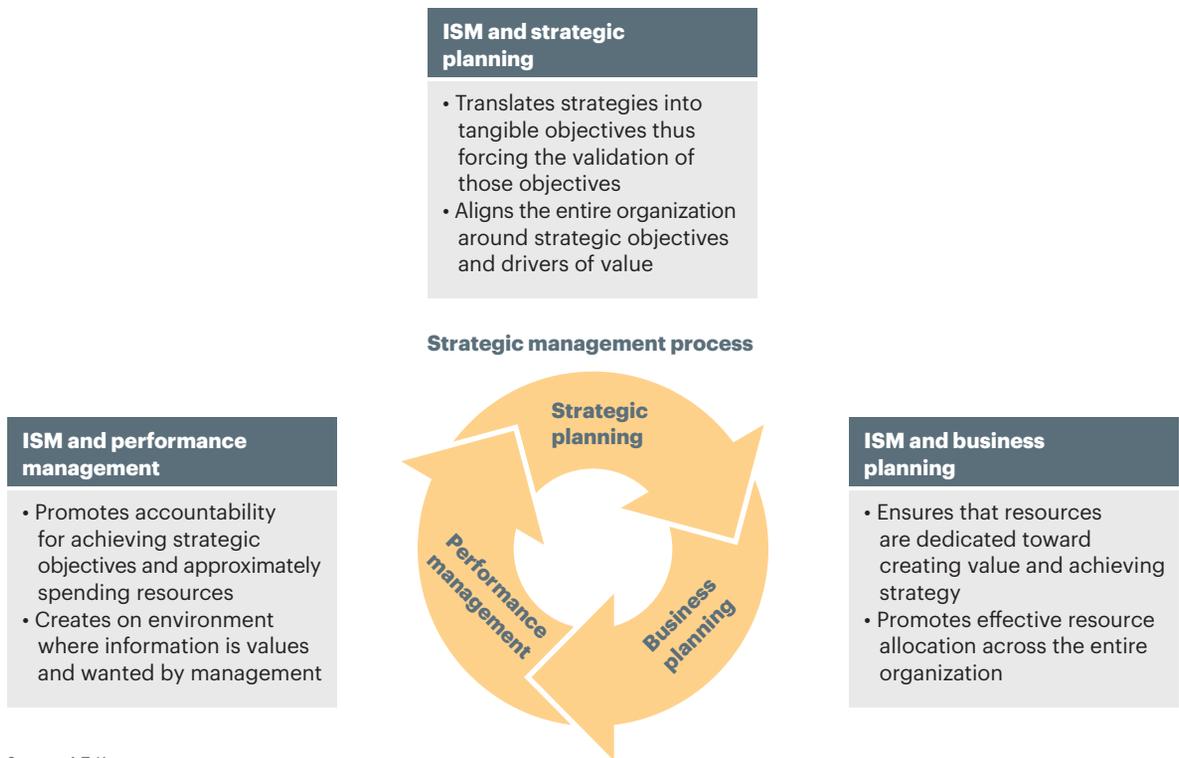
Strategy and Organization Consulting

In strategic-planning projects, we help clients plan for their future. Our approach includes an integrated five-step value-based planning process, including fact finding, direction setting, program selection, resource allocation and business planning. We set tangible objectives and determine key performance indicators, which are linked to the realization of the strategy. To facilitate a comprehensive change program, we work with clients to develop integrated strategic measures (ISM) (see figure 2 on page 8).

To effectively assess and improve organizations, we define and benchmark against ‘stages of excellence’, a proprietary A.T. Kearney framework used to assess a client’s capabilities across the enterprise. We apply best practices in organization design, identify appropriate benchmarks and work closely with clients on their organizational objectives, to develop rigorous and actionable organizational assessments.

Figure 2

Integration strategic measures (ISM)



Source: A.T. Kearney

Operations Consulting

We perform a broad range of operations improvement functions focusing on increasing supply chain performance, improving efficiency, and reducing costs through strategic sourcing and other means.

A.T. Kearney's operations practice develops and delivers expertise in three distinct competency centers that span the value chain:

Innovation management focuses on improving the client's value proposition through innovation in products, services or channels. A.T. Kearney helps develop the appropriate product mix to meet the business objectives, diagnose the organization's innovation capability, and work with the leadership team in process design, technology planning, design facilitation and change management.

Supplier-relationship management helps organizations leverage their supplier alliances to inspire innovation, increase revenue and lower costs. With procurement representing the single largest cost for most organizations, it is critical to perform at a high level. We have helped many of the world's leading organizations secure a dominant competitive advantage through revitalized procurement, sourcing and supplier-relationship processes.

Supply chain management is aimed at developing comprehensive supply chain strategies and applying the best information technology to deploy assets, align people, and operate day-to-day and event-driven processes effectively. A.T. Kearney works with manufacturers to

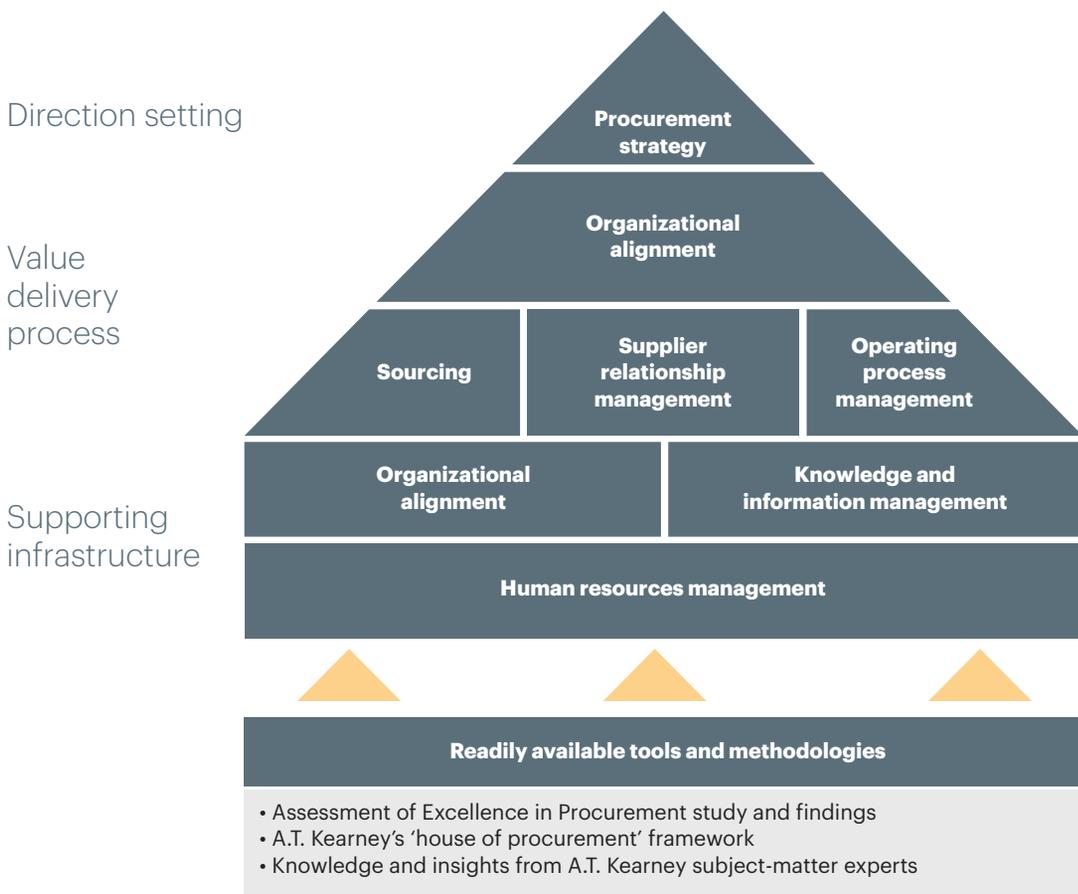
develop lean, agile, responsive and reliable manufacturing capabilities, driving greater asset productivity to increase use, throughput and acceptance.

Service Offerings

Strategic Sourcing. A.T. Kearney is the world leader in strategic sourcing and supply chain management. We offer a broad suite of strategic-supply capabilities that contribute toward fulfilling our clients’ goals. Our approach leads to sustainable long-term change—resulting in enterprise-wide cost savings. We focus on process, not just technology. We have sourced over US\$100 billion across all categories of purchased goods and services, achieving procurement savings averaging 15 percent.

A.T. Kearney has deployed in-depth functional expertise in a variety of disciplines to serve industry and government leaders around the world. As a result of conducting numerous strategic-sourcing engagements for leading institutions around the world, A.T. Kearney has extensive expertise across a vast array of purchasing categories. Leveraging our House of Purchasing and SupplySM framework enables us to quickly identify improvement opportunities (see figure 3).

Figure 3
House of Purchasing and SupplySM Framework



Source: A.T. Kearney

Procurement solutions. The procurement solutions group combines eBreviate (web-based technologies that power every step of the strategic-sourcing process), leveraged sourcing networks (strategically-managed consortia), data-management groups (technical specialists providing data management) and print-supply market solutions (packaged procurement solutions) to provide a comprehensive suite of products that complement our eSourcing capabilities.

Next-generation cost reduction. A deeply strategic approach to cost reduction, next-generation cost reduction addresses the client's entire enterprise using clear-cut accountabilities and metrics that put client leadership in the driver's seat. Opportunities are rigorously evaluated and prioritized against the entire cost base, while costs are clearly tracked out of the organization.

Technology and Transformation Consulting

The technology and transformation practice focuses on improving the performance of functions integral to the successful operation of an organization. Our offerings include enterprise-services transformation, IT value management, IT strategy, IT procurement strategy, transformation and governance, supply chain technology and customer-value solutions.

A.T. Kearney's deep heritage in areas related to enterprise-services transformation uniquely positions us to help companies optimize their support-services performance while cutting costs.

Our clients rely on A.T. Kearney for our expertise in:

- Designing and implementing new organizational models, including process redesign, measurement, governance and shared-services design
- Improving the efficiency of support services, administrative-staff optimization, aggressive cash management and contact-center excellence
- Managing transformation programs, including transformation program design and management, change management and cultural change
- Exploiting technologies to automate and streamline processes, including the application of the latest web-services based solutions
- Business process outsourcing, support-organization branding and commercialization

Our mission is to guide clients through accelerated transformation of enterprises—into competitive, agile and high-performing organizations—by delivering solutions comprising a holistic blend of organizational, technical and innovative insights. Our integrated approach to service offerings sets us apart in the marketplace. Our consultants possess the unique combination of skills required to solve business problems and improve financial performance.

We also create customer business models for clients and define, design and implement approaches that increase customer satisfaction and loyalty, and reduce the cost of acquiring and maintaining customers. A.T. Kearney helps clients develop integrated customer-relationship management (CRM) strategies such as contact-center effectiveness.

Contact-center effectiveness applies leading best-practice models and performance benchmarks to quickly assess contact-center efficiency and effectiveness. A transformation program is defined and executed with the client contact-center organization and

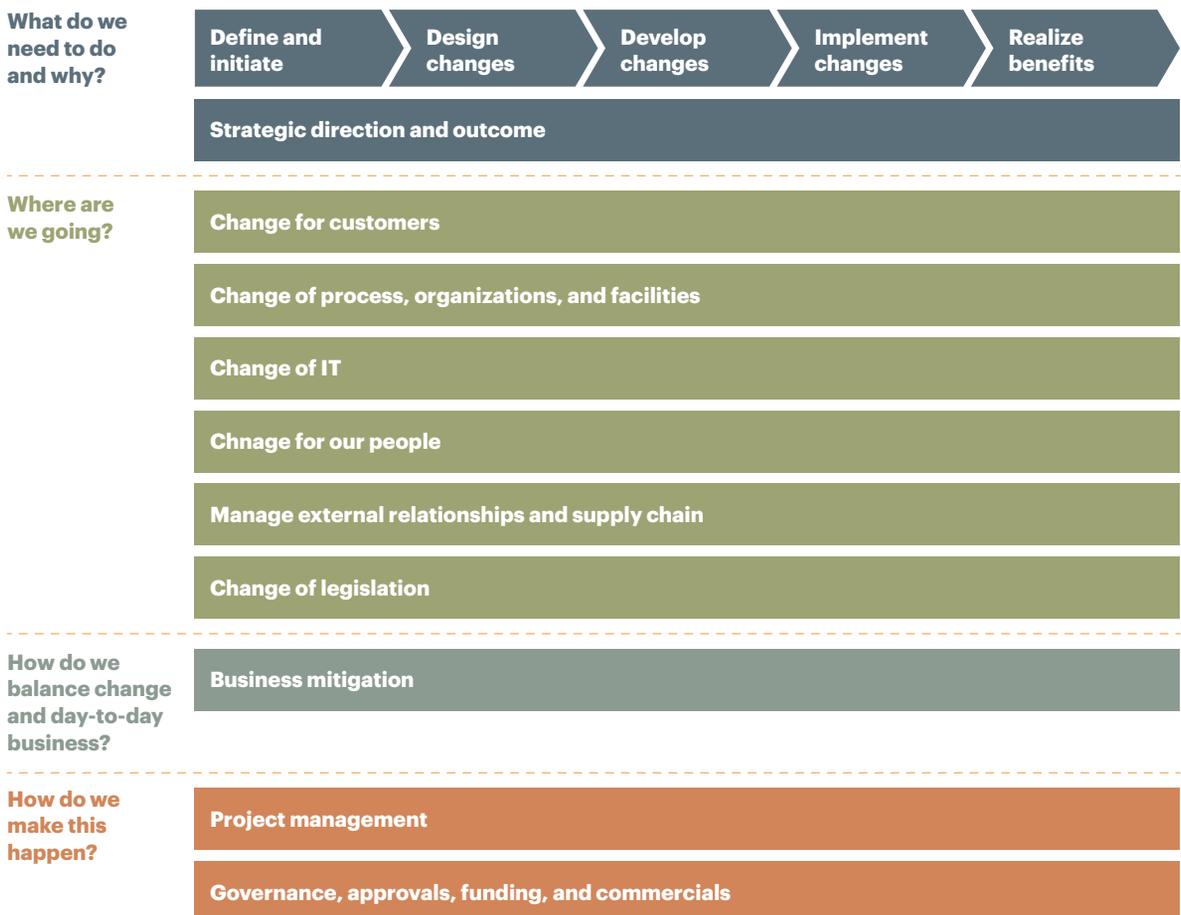
improvements typically include cost, service and revenue enhancement. With our contact-center counsel and the better alignment of operations, clients have experienced cost-structure reductions from 15 to 60 percent while increasing customer satisfaction and potentially increasing revenue.

Enterprise-services transformation serves the rapidly expanding business process outsourcing and support-services marketplace. A.T. Kearney’s end-to-end capabilities span organizational strategy through design, solutions implementation and change management.

A.T. Kearney specializes in large, complex enterprise transformations with major firms such as General Motors, Rolls-Royce and the U.K. Department of Works and Pensions. We deliver these services using our enterprise-transformation framework, a proprietary A.T. Kearney methodology which breaks down the necessary disciplines for successful change.

We have applied this framework to government organizations in the form of the government life-cycle framework, which aims for far-reaching change in technology, processes and organization within a government setting. The life cycle enables transformation to be implemented successfully, and benefits to be realized and sustained, in an environment in which it is notoriously difficult to implement change successfully (see figure 4).

Figure 4
Government practice life-cycle model



Source: A.T. Kearney

Shared-services strategy. Shared services is the creation of a client-focused business organization that consolidates a range of support activities and tasks. Our shared-services strategy represents a proven approach to strategically rethinking the back office to drive shareholder value. We help organizations consolidate the specific activities and tasks of many operating entities into one—or very few—internal, client-focused support entities. A.T. Kearney has significant experience in designing and implementing shared service organizations over the last decade and has worked with global companies across a broad range of industries, activities and processes—delivering significant benefits. Our clients have experienced tangible results ranging from significantly improved service levels and value delivery for internal customers to progressive, redefined career paths for functional personnel and significant cost-saving opportunities—an average of 17 percent.

SIN 874-6 Acquisition Management Support

Contractors shall provide professional support services to agencies in conducting federal acquisition management activities. Services covered by this SIN are: acquisition planning assistance, including market research and recommending procurement strategy; acquisition document development, including cost/price estimates, quality assurance surveillance plans, statements of work, synopses, solicitations, price negotiation memoranda, etc.; expert assistance in supporting proposal evaluations, including price/cost analysis or technical proposal analysis; contract administration support services, including assistance with reviewing contractor performance, developing contract modifications, and investigating reports of contract discrepancies; contract close-out assistance; Competitive Sourcing support, including OMB Circular A-76 studies, strategic sourcing studies, privatization studies, public-private partnerships, and Federal Activities Inventory Reform (FAIR) Act studies.

SIN 874-7 Integrated Business Program Support Services

Service Description: Our services include project management office (PMO) benchmarking and best-practice assessment, PMO organization and process design, and PMO process implementation and execution.

A.T. Kearney offers a unique approach to program and project management services. We have applied our PMO approach in leading Fortune 500 companies and key government entities around the world.

Our program management approach addresses the people, processes and technology to ensure the successful implementation of business transformation.

Our PMO methodology includes a series of processes and tools that provide the control and predictive information necessary to insure successful execution—on time, within budget and delivering the expected result.

Approach: At the outset, we work with our clients to clearly define the role of program and project management in their enterprise (see figure 5).

Figure 5
Key roles of program and project management

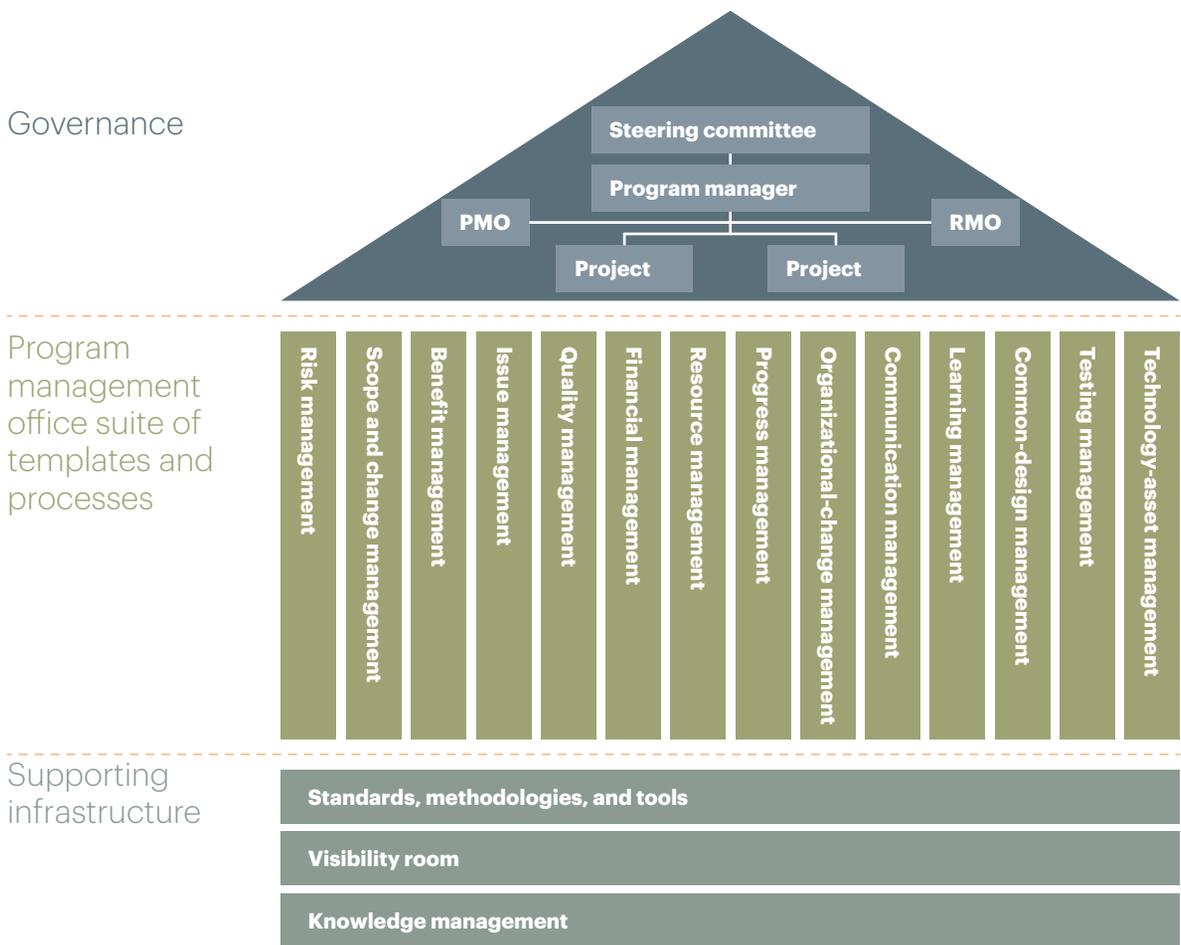


Source: A.T. Kearney

We then work with our clients to tailor each specific component of the program and project management strategies to the task at hand.

Specific functions are established, based on A.T. Kearney’s proprietary PMO framework. These functions are tailored based on the specific needs of the project (see figure 6 on page 14).

Figure 6
Project management office (PMO) framework



Source: A.T. Kearney

Program Manager

- Accountable for overall program management
- Provides strategy, vision, prioritization and direction

Risk Management

- Continually assesses program and project risks
- Generates risk-mitigation plan, manages risk assessment and highlights risks requiring attention

Scope and Change Management

- Tracks, escalates and expedites scope change requests
- Maintains program baseline and identifies and communicates impact of scope changes

Benefits Management

- Maintains program business case and tracks benefit realization for program and projects
- Supports process, identifying business benefits and aligning them to program and project phases

Issue Management

- Develops issue-management process and reporting metrics
- Facilitates cross-project issues and coordinates resources to solve critical issues

Quality Management

- Develops quality management plan and supports quality audits
- Oversees adherence to quality plan and enforces adherence to program standards and guidance

Financial Management

- Provides support for program financial planning and status reporting
- Executes and monitors program-related financial transactions

Resource Management

- Provides program resource information and resolves resource conflicts
- Matches resource requirements with available personnel within the program or from outside sources

Progress Management

- Collects and reports program time tracking and status
- Maintains program progress reports and progress-reporting tools

Organizational Change Management

- Gains stakeholders' commitment and alignment to business strategy
- Conducts organizational change-readiness assessment and directs transition approach

Communication Management

- Develops and coordinates program communication strategy
- Provides direction for project communication

Learning Management

- Develops learning plan and training-implementation strategy
- Manages quality and consistency of program training and support

Common-Design Management

- Secures common design and common configuration across divisional development and deployment projects

Testing Management

- Develops and implements program test methodology
- Resolves testing conflicts and issues

Technology Management

- Supports development of technical blue print and provides direction for technology deployment

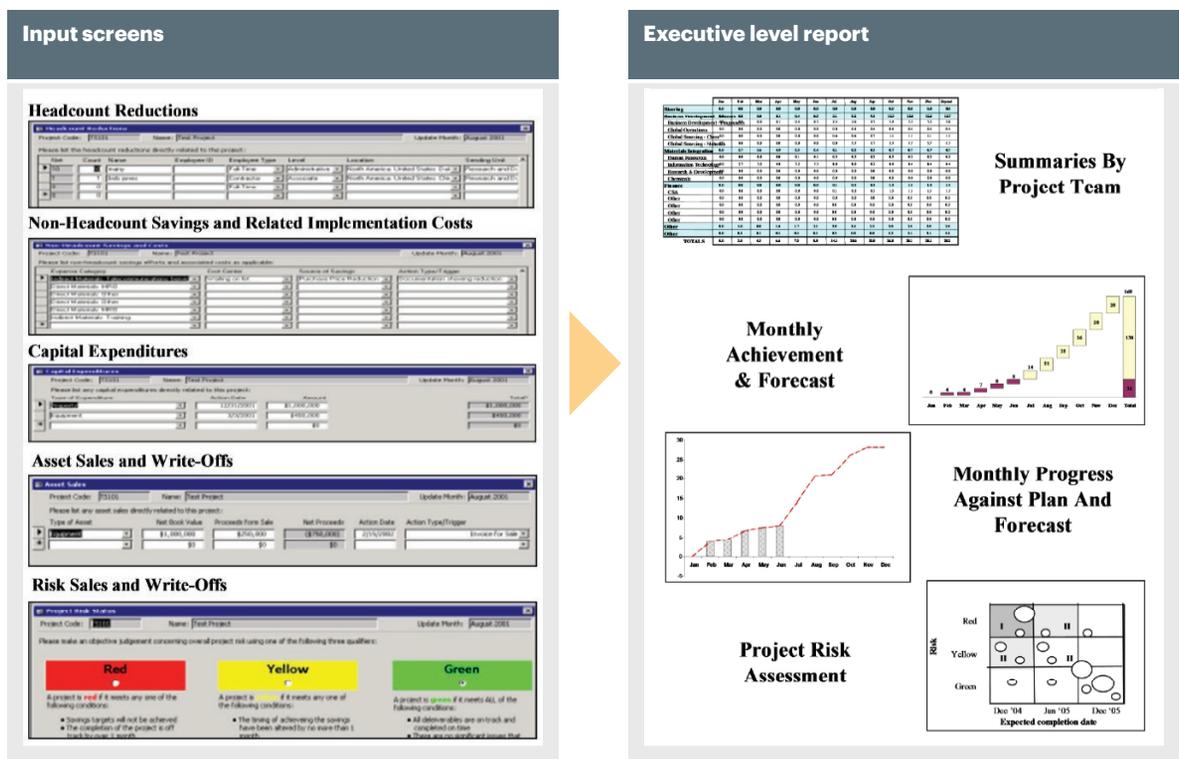
We work with our clients to build the program management office to provide the structure and coordination that ensures the successful implementation of business transformation. The PMO is the linkage between project teams, the specific functions described above and organization leadership. To be successful, we ensure that the PMO has a solid supporting infrastructure of clear standards, methodologies and tools, and we continuously leverage effective knowledge management throughout the process.

Benefit Tracking

A.T. Kearney has developed a number of tools to facilitate the tracking of program benefits. For example, the benefits tracking and reporting tool (BTR) is a web-based tool that A.T. Kearney often uses for program management at large client engagements (see figure 7).

This tool facilitates the effective tracking of program operations and benefits, suitable for use by team members, stakeholders, and organization executives.

Figure 7
Benefits tracking and reporting (BTR) tool



Source: A.T. Kearney

Labor Categories and Job Descriptions

Senior Executive Consultant

Education:

Holds an MBA, M.S. or other graduate degree from a top-tier academic institution. Some hold PhD qualifications in economics, finance, organizational development or other business-related specialties.

Experience:

- Total work experience is 15-plus years, both in consulting and leadership positions in Fortune 1000 companies, government and other organizations
- Possess strengths in each of the major areas of consulting: business development, client-relationship management, project management, staff recruiting and development, intellectual-capital development and practice management
- Demonstrate superior oral and writing skills, outstanding analytical skills as well as excellent problem-solving skills

Functional responsibilities:

- Responsible for A.T. Kearney's relationship with its clients and the work of all consultants on the project
- Provide direct interface with the highest level at the client
- Engage the client from the proposal stage to the delivery stage and quality assessment
- Serve as subject-matter experts, with leading contributions on specific business processes, functional specialties or industries

Senior Project Director

Education:

Holds an MBA, M.S. or other graduate degree from a top-tier academic institution. Some hold PhD qualifications in economics, finance, organizational development or other business-related specialties.

Experience:

- At least 10 years of combined consulting and general industry experience
- Demonstrated ability to lead and manage consulting engagements
- Broad consulting skills and experience, with significant tertiary skills in industries such as telecommunications, energy, automotive, pharmaceuticals, transportation, aerospace and defense, finance, consumer goods, retail or government
- Proven ability to deliver measurable value via leading-edge solutions tailored to specific industry or business problems

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- Extensive experience as engagement managers or senior staff of large, complex, multi-million dollar consulting assignments
 - In-depth understanding of, and experience with, a wide range of project-management and quality-assurance techniques coupled with sound business judgment
 - Must demonstrate superior oral and writing skills as well as outstanding analytic and problem-solving abilities

Functional responsibilities:

- Establish solid working relationships with the client's leadership and management, as well as with fellow practitioners within A.T. Kearney, Inc.
- Serve as project leader on large, complex assignments, or take primary responsibility for driving A.T. Kearney into new clients or deeper penetration of existing clients
- Duties include client-relationship management and ultimate responsibility for engagement success

Senior Program Manager

Education:

Holder of an MBA, M.S. or other graduate degrees from a top-tier academic institution. Some hold PhD qualifications in economics, finance, organizational development or other business-related specialties.

Experience:

- At least 7 years of combined consulting and general industry experience
- Deep knowledge of an industry, achieved through several engagements within it
- Specialist in one or two functional areas, such as procurement solutions, outsourcing, or strategic planning
- Must demonstrate superior oral and writing skills as well as outstanding analytic and problem-solving abilities

Functional responsibilities:

- Set priorities to meet the needs of users and formulate scope and objectives
- Plan, direct and monitor the work of team members
- Devise or modify procedures to solve complex problems
- Apply knowledge of the entire customer organization to recommend and coordinate development, enhancement and maintenance of business systems and processes
- Present the results of business studies to the client's senior management
- Ensure all deliverables are provided to the client in a timely manner
- Serve as subject-matter experts in industries as well as functional areas

Program Manager

Education:

Holds an MBA, M.S. or other graduate degree from a top-tier academic institution. Some hold PhD qualifications in economics, finance, organizational development or other business-related specialties.

Experience:

- 5 years or more of combined consulting and general industry experience
- Demonstrated ability to manage projects with specific results and deadlines, as well as teams with other consultants
- Must demonstrate superior oral and writing skills as well as outstanding analytic and problem-solving abilities

Functional responsibilities:

- Set priorities to meet the needs of users, also formulate and define system scope and objectives
- Plan, direct and monitor the work of team members
- Devise or modify procedures to solve complex problems
- Manage project issues and roadblocks
- Present the results of business studies to client's senior management
- Promote and direct process improvement activities
- Leverage industry knowledge and customer relationships to identify new business opportunities
- Ensure all deliverables are provided to the client in a timely manner

Senior Management Consultant

Education:

Holds an MBA, M.S. or other graduate degree from a top-tier academic institution. Some hold PhD qualifications in economics, finance, organizational development or other business-related specialties.

Experience:

- At least 5 years of consulting and general industry experience
- Functional expertise such as strategic planning, procurement solutions, supply chain analysis, cost reduction programs and shared services, either in an industry or across several industries
- Must demonstrate superior oral and writing skills as well as outstanding analytic and problem-solving abilities

Functional responsibilities:

- Manage analysis of data to identify strategy, operations and technology improvements
- Conduct benchmarking and best-practices analysis

-
- Document customer specifications and interact with other support groups to apply understanding of customer's business
 - Plan and lead components of customer projects
 - Anticipate, research, identify, and develop solutions to customer problems
 - Initiate measures to eliminate non-value-added activities through process improvement
 - Act as a liaison between customers and other support groups to identify business processes, systems and product requirements
 - Leverage a good knowledge of the consulting process and honed problem-solving abilities through experience and training
 - Identify potential issues and roadblocks in a project and bring them to the attention of the team management to resolve them quickly and efficiently

Management Consultant

Education:

Holds an MBA, M.S. or other graduate degree from a top-tier academic institution. Some hold PhD qualifications in economics, finance, organizational development or other business-related specialties.

Experience:

- At least 3 years of consulting and general industry experience
- Must demonstrate superior oral and writing skills as well as outstanding analytic and problem-solving abilities

Functional responsibilities:

- Gather and analyze data to identify strategy, operations and technology improvements
- Conduct benchmarking and best-practices analysis
- Document customer specifications and interact with other support groups to apply understanding of customer's business
- Plan and lead components of customer projects
- Anticipate, research, identify and develop solutions to customer problems
- Initiate measures to eliminate non-value-added activities through process improvement
- Act as a liaison between customers and other support groups to identify business processes, systems and product requirements

Senior Analyst

Education:

Bachelor's degree from a top-tier institution, some hold graduate degrees.

Experience:

- At least 2 years of consulting and general industry experience
- Must demonstrate superior oral and writing skills as well as outstanding analytic and problem-solving abilities

Functional responsibilities:

- Can typically manage significant pieces of analysis whether it is to develop financial or statistical models, address a complex problem-solving situation or to run primary and secondary research
- Possess a toolbox of quantitative techniques acquired on the job or through the formal training program at A.T. Kearney, these tools include, among others, analytical frameworks and communications templates

Project Analyst

Education:

Bachelor's degree from a top-tier institution.

Experience:

- A minimum of 1 year in consulting or industry, or have pursued graduate studies in areas other than business before joining A.T. Kearney
- Must demonstrate superior oral and writing skills as well as outstanding analytic and problem-solving abilities

Functional responsibilities:

- Apply the fundamentals of management consulting to identify, study and solve business problems across a wide range of industries
- Assist senior consultants to develop models, perform analyses and work on research assignments both in the office and at client sites

Senior Data Management Specialist

Education:

Bachelor's degree with concentration in computer science, management information systems, engineering or business is ideal.

Experience:

- 5-plus years of experience in in Access (2010, 2007,2000), FoxPro (9.0,8.0,7.0), SQL or Oracle 10g
- 5-plus years of experience with Intel-based hardware, NT and Windows operating systems, and user applications including Microsoft Office Suite (Word, PowerPoint, Excel, Outlook)

-
- Excellent communication skills, both verbal and written
 - Ability to function as both a team leader and team member as appropriate

Functional responsibilities:

- Provide data management support on consulting engagements and A.T. Kearney internal database-oriented projects in a team environment
- Deploy eBreviate procurement technology
- Build custom database solutions when appropriate, including the support of full life-cycle microcomputer applications development: design, development, testing, implementation and training
- Directly interface with client personnel to understand systems and data landscape, facilitating data requirements and extraction of data
- Interviewing client personnel to understand data content
- Develop system and database solutions requirements documentation, map work plans
- Extract and migrate data from varying platforms (PC and mainframe), interpret and map mainframe and PC data-coding systems into standard relational-database systems
- Identify data anomalies and validity problems using data validation and modeling procedures
- Use database management techniques to 'clean' databases
- Identify potential sources of data in conjunction with the project team, develop flow diagrams to display data-file relationships
- Document source code, user manuals and data dictionaries

Data Management Specialist

Education:

Bachelors' degree at a minimum, general concentration in computer science, management information systems, engineering or business

Experience:

- 3-plus years of experience with Intel-based hardware, NT and Windows operating systems, and user applications including Microsoft Office Suite (Word, PowerPoint, Excel, Outlook)
- 2-plus years of experience in Access (2010, 2007,2000), FoxPro (9.0,8.0,7.0), SQL or Oracle 10g
- Strong problem-solving skills demonstrated through previous work experience or education

Functional responsibilities:

- Provide data management support on consulting engagements and A.T. Kearney internal database-oriented projects in a team environment
- Deploy eBreviate procurement technology

- Build custom database solutions when appropriate including the support of full life-cycle microcomputer applications development: design, development, testing, implementation and training
- Extract and migrate data from varying platforms (PC and mainframe), interpret and map mainframe and PC data-coding systems into standard relational-database systems
- Identify data anomalies and validity problems using data validation and modeling procedures
- Use database management techniques to ‘clean’ databases
- Identify potential sources of data in conjunction with the project team, develop flow diagrams to display data-file relationships
- Document source code, user manuals and data dictionaries

Degree/Experience Equivalency

Please note the above descriptions are a guide to the experience and education requirements for A.T. Kearney staff assigned to our MOBIS labor categories. Education and experience may be substituted for each other as detailed below. Each year of relevant or specialized experience may be substituted for one year of education and vice versa. Relevant professional certifications and licenses may also be substituted for experience and/or education as shown in the table below:

Degree	Experience equivalency	Other equivalencies
Bachelor's	= Associate Degree + 2 years relevant experience = 4 years relevant experience	= Professional certification + 2 years relevant experience
Master's	= Bachelor's Degree + 2 years relevant experience = Associate Degree + 4 years relevant experience	= Professional license + 4 years relevant experience
Doctorate	= Master's Degree + 2 years relevant experience = Bachelor's Degree + 4 years relevant experience	N/A

Source: A.T. Kearney

Award pricing special item numbers (SINs)

- 874-1 Integrated Consulting Services
- 874-6 Acquisition Management Support
- 874-7 Integrated Business Program Support Services

Labor category	Hourly rate
Senior Executive Consultant	\$645.47
Senior Project Director	\$550.09
Senior Program Manager	\$436.14
Program Manager	\$385.75
Senior Management Consultant	\$330.65
Management Consultant	\$283.55
Senior Analyst	\$216.88
Project Analyst	\$172.88
Senior Data Management Specialist	\$176.76
Data Management Specialist	\$163.56

Notes: The GSA rates are inclusive of the 0.75 percent IFF. Prices became effective 9 June 2014.

A.T. Kearney is a leading global management consulting firm with offices in more than 40 countries. Since 1926, we have been trusted advisors to the world's foremost organizations. A.T. Kearney is a partner-owned firm, committed to helping clients achieve immediate impact and growing advantage on their most mission-critical issues. For more information, visit www.atkearney.com.

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	Calgary	Mexico City	Toronto
	Chicago	New York	Washington, D.C.
	Dallas	Palo Alto	

Asia Pacific	Bangkok	Melbourne	Singapore
	Beijing	Mumbai	Sydney
	Hong Kong	New Delhi	Tokyo
	Jakarta	Seoul	
	Kuala Lumpur	Shanghai	

Europe	Amsterdam	Istanbul	Oslo
	Berlin	Kiev	Paris
	Brussels	Lisbon	Prague
	Bucharest	Ljubljana	Rome
	Budapest	London	Stockholm
	Copenhagen	Madrid	Stuttgart
	Düsseldorf	Milan	Vienna
	Frankfurt	Moscow	Warsaw
	Helsinki	Munich	Zurich

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	Dubai	Manama	

For more information, permission to reprint or translate this work, and all other correspondence, please email: insight@atkearney.com.

The signature of our namesake and founder, Andrew Thomas Kearney, on the cover of this document represents our pledge to live the values he instilled in our firm and uphold his commitment to ensuring "essential rightness" in all that we do.

A.T. Kearney Korea LLC is a separate and independent legal entity operating under the A.T. Kearney name in Korea.

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