



**WANT TO  
JOIN US?**



**Frontier is great to work with  
– intelligent, creative, honest and  
sensitive to customers' wishes.**

*Lucy Neville Rolfe, Executive Director (Corporate & Legal Affairs), Tesco plc*

# Something about *us*.

Frontier is a leading economics consultancy. We help our clients make better decisions and present their best case by combining economics with innovative thinking, hard analysis and common sense. We work across Europe and have offices in Brussels, Cologne, Dublin, London and Madrid.

We support our clients on some of the most interesting, topical and high-profile economic issues around today. From competition cases to designing how energy regulation should work, from health policy to a high street retailer's strategy, we apply our economic expertise to unpick markets, organisations and policies, and find practical recommendations for our clients.

As consultants, we might work with top civil servants in a government department or a team in a small charity, with directors of a FTSE 100 company

or managers in a small business, with lawyers or a telecoms technical specialist. So while our methods and models may be complex, our advice always has to be succinct, clear and honest.

Our consultants are all excellent economists. But more than that, we are all enthusiastic about what we do, working together with our clients to find solutions to complex business and policy problems.



Also gained awards in 2009, 2007, and 2005

# Our *expertise.*

## SECTORS

- Education
- Energy
- Environment
- Financial Services
- Health
- Media
- Post
- Retailing
- Telecoms
- Transport
- Water

## DISCIPLINES

- Competition policy
- Contract design and evaluation
- Market design and auctions
- Public policy
- Regulation
- Strategy

Enjoyable  
Relaxed  
Unique

Telecoms

REGULATION

Financial Services

Water

Support  
Open  
Varied

Health

Media

STRATEGY

Energy

Insightful  
Interesting  
Friendly

Transport

FRONTIER ECONOMICS

Environment

Post

Education

COMPETITION

Retailing

No fixed teams  
Flexible working  
Employee owned

# A working environment with added *integrity*.

Frontier is owned by its employees. Everyone at Frontier has a share in the company, and running it is a group effort.

We work hard to maintain a collaborative and problem-solving environment, with a minimum of bureaucracy and hierarchy. Our flexible teams help us to share ideas and make connections across different projects and topics.

As well as project work, we share responsibility for making sure we operate effectively as a firm. You might be part of our recruitment team, our training team, our marketing team or our fun team. You will be expected to have ideas about what we should do – and then make them happen.

We also use our skills and experience for wider benefits, by carrying out pro bono or discounted work and supporting our staff with causes they value. By auditing our environmental impact, we've been able to take steps to reduce and offset our carbon emissions.

Ultimately, Frontier reflects how we, as employees, want to work and the balance we want between work and home. We take pride in creating high quality work on interesting topics for our clients, but we are also flexible when people want to work different hours or buy extra holiday.



# 56%

Of employees are male

# 44%

Of employees are female

## OUR WORK



### Whizz-Kidz

There are up to 70,000 disabled children and young people in the UK who do not have wheelchairs that fit their needs. In 2007, mobility charity Whizz-Kidz ran a trial to improve the procurement of wheelchairs for disabled children working collaboratively with NHS Tower Hamlets.

Frontier wrote a pro bono report to evaluate Whizz-Kidz' approach to wheelchair provision. Using a cost benefit framework, we could quantify the financial benefits of Whizz-Kidz' new model of working in partnership with the NHS, and provide hard evidence of how the partnership was improving quality of life for wheelchair users and carers. The improved quality of life could justify reprioritising NHS spending towards unmet demand for wheelchairs.

Health Secretary Andrew Lansley praised Whizz-Kidz' pioneering NHS partnership as "very clear evidence of how the social enterprise model really does deliver", quoting figures from our report.

*Mark, consultant, Frontier*



# 16

languages spoken by the team

# Individual *support* for you and your career.

To give our clients the best possible service, we will need you to be more than just a talented economist. You should also have the potential to become an excellent consultant and first-rate communicator, with the industry expertise and technical skills to back up your economics.

We help you build that through your career. Our approach is collaborative, but we try never to lose sight of the fact that we are a team of individuals. We aim to ensure you have the flexibility to shape your career to suit your particular needs, providing support to allow you to progress, and systems that are fair and transparent.

From the outset you will be exposed to a broad range of experience working on between two and four projects from across our practice areas. You will develop skills and increase your understanding of different markets and economic techniques. With small teams, open-plan offices, exposure to clients and training where you need it, your career will develop quickly.

You will be supported by a “buddy” when you join, and mentors throughout your career. Your buddy will help you settle in and answer any questions you have as a new joiner. Your mentors will help you shape your career, understanding how to play to your strengths, and provide coaching on how you should develop over time.



**The training is second-to-none, across economics, consulting and client-handling.**

*Chris, analyst, Frontier*



## YOUR DEVELOPMENT



### Buddies and mentors

All new analysts are mentored both formally and informally. Informally, I have a buddy – a consultant that I can go to with any small questions I have. When I first joined, we would catch up weekly, but now I have settled in, we go for a coffee and a chat every month. We talk about our current projects, how I’m managing my work, and how I can get involved in other things such as doing seminars and joining remit teams. I also have a manager and director. I meet with my manager several times a year. He makes sure that I’m on projects I like and that I’m getting a good mix of work across practice areas.

I also meet with my manager and director twice a year for more formal reviews. My manager collects feedback about me from colleagues and reports it back. We discuss what’s going well, what to work on and how I can progress. There is always someone to turn to for support and advice.

*Tara, analyst, Frontier*

## OUR WORK



### Returns to further education

A new data sharing agreement between government departments created a new large data set, giving better information about how people fared in the labour market after completing Further Education courses in England.

The Department for Business, Innovation and Skills asked Frontier and the Institute for Fiscal Studies to see what the new data could tell them about the effectiveness of different forms of training. We carried out analysis to get econometric estimates of the returns to different types of training.

Our results showed that apprenticeships offered the highest return in terms of both earnings and employment, while other programmes were less effective. Our findings were published and helped inform the policy debate on how best to provide training.

*Danail, consultant, Frontier*

# 91%

Staff retention rate

# 3

In top 3 for work life balance in Great Place to Work

# 4,484

Hours spent on training last year



# 2,734

Hours spent on mentoring last year

## OUR WORK



Our client, a major European fixed line telephone operator, was being investigated by the European Commission for alleged abuse of dominance.

I helped our team develop an economic framework to consider the relevant market, whether our client had market power and, if so, whether it was able to abuse this market power. The stakes are high as fines can potentially run to many millions of euros. So we have worked closely with teams in the client and its parent company and with lawyers and other advisers.

Typical of my work at Frontier, this was an international project with the Frontier team based in each of our European offices, and the client and lawyers also abroad. But the project team have really supported each other when deadlines are looming and time is tight. We also organised an afternoon of bowling and dinner out as a well-deserved break for the Frontier team.

*Jay, consultant, Frontier*

## A *launch-pad* for new opportunities.

We want our economists to continue learning so we offer an extensive training programme that is open to everyone.

This programme includes:

### Induction week

A week of training that is all about us and how we work – everything from econometrics, writing style, Frontier’s history and governance, client relationships and communication.

### Training workshops

These practical sessions are run in-house by staff with particular areas of expertise. The focus is technical, but we try to relate the sessions back to recent projects wherever possible. Packages covered include for example, Excel, Access, Stata, MapInfo and programming languages.

### Lunchtime seminars

These are often based on a topic of interest that has arisen during a project. They are a great way of finding out what projects are going on and can also help speakers hone their presentation skills in a supportive environment.

### External training

We use specialist trainers to provide one-to-one support in areas such as communication skills, writing techniques and managing client relationships.

### On-the-job

Learning by doing is the most effective way to acquire new skills so we make full use of our considerable internal expertise. We expect managers to make sure that their consultants are developing on every project.



# An *internship* that gives as good as it gets.

Our internship programme is designed to give you a real sense of what life working with us entails. To be considered for the programme, you will probably be a final year undergraduate or enrolled in a postgraduate course in economics.

We aim to make your time with us as meaningful and interesting as possible. Our internships last between eight weeks to a year. On day one, you will meet the consultant who will be your buddy with responsibility for giving you advice and day-to-day guidance. You will also find out what projects have been assigned to you – typically one or two projects from across our practices. You will find yourself working alongside every level of economist, be they consultants, managers or directors.

We want our interns to offer their opinions and you will be making a valuable contribution from the word go. At the end of your internship, we will give you feedback on your performance and ask that you do the same for us. Finally, if you wish to become an analyst, you can have an interview at the end of your internship.



**The responsibility you are given at Frontier is much greater than on other internships. You won't be fetching the coffee; I've had client contact and been taken on a site visit.**

*Andy, intern, Frontier*



## YOUR DEVELOPMENT



Interns have the opportunity to work on a range of projects based on their areas of interest. I have been working on a strategy project for a retailer examining the effects of the credit crunch on consumers and a research project for a mobile phone company on the market for swiping your phone in shops to make payments.

Day-to-day, most of my time is spent on project work. I have regular meetings with different team members who explain the context of the project and discuss my work with me. I have ended up staying on one project for several weeks giving me the chance to get fully involved and make a real contribution, which is highly valued by members of the firm.

We are mentored during our internship. This mentoring system is a good part of the internship where I can get one-to-one advice from someone experienced in consultancy. In weekly catch-ups, I can discuss ways in which the internship experience can be improved and mentors collect feedback from project managers to help my own personal and professional development.

The culture of Frontier is important, so the entire office is open-plan which means that I really feel involved and am encouraged to get to know a wide range of people. I feel like my work is making an important contribution.

*Sophie, intern, Frontier*

# Tailored *interviews*, not mass observation.

We are looking for graduates who can apply microeconomics to real world problems.

Our standard entry requirement is an undergraduate degree in economics and generally a Masters. But not everyone has a standard background. If you will make a good economic consultant, we want you to apply.

Interns usually have one interview, and an analyst or experienced candidate, two. Our interviews focus on case studies with broad discussions that test your ability

to apply economics and communicate your thoughts clearly. Our candidates tell us they find the process interesting and challenging. We don't use psychometric testing or assessment days.

You can apply online and our website has more information, such as frequently asked questions, submission deadlines, and details on the application process.

Go to [www.frontier-economics.com/recruitment](http://www.frontier-economics.com/recruitment) for more information.



