

# cognosis

## Applicant Information and Guidance

Cognosis

Prepared by Cognosis  
October 2025



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## 1 What is consulting?



# What is Strategy Consulting?

**CONSULTING:** An **advisory service** that can cover various aspects of business operations.

## Strategy Consulting is...

- ...defining **goals and priorities** to solve complex, sometimes ambiguous business problems
- ...gaining in-depth industry knowledge of **markets and competitors**, and **how to win** in that area
- ...understanding **what the opportunities are**, and **how to pursue them**



## Strategy Consulting is not focussed on...

- ...advising businesses on detailed **systems, software or infrastructure choices**
- ...hands on support to teams **adopting new tools or processes**
- ..... significant business re-organisation / cost optimisation
- ... embedded **implementation** management on behalf of clients



# Strategy consultancies come in all shapes and sizes

## Small Consultancy

### Potential Benefits

- More immediate client exposure
- Greater responsibility earlier in career
- More hands-on training
- Close-knit, authentic culture
- Greater exposure to business development

### Potential Downsides

- Less formal training / infrastructure
- Potential reliance on small number of breadwinners
- Less recognisable brand on CV
- Benefits package may not always compare as favourably

### Examples:

**Cognosis, Elixirr, Lippincott**

## Large Consultancy

### Potential Benefits

- More structured training and career path
- Work mainly with large sized clients on larger/longer projects
- Recognisable brand on CV to open doors
- Comprehensive benefits package more likely

### Potential Downsides

- Less client exposure in early career / more hierarchical
- Less hands-on training
- Potentially poorer work/life balance
- May take longer to build own internal network

### Examples:

**McKinsey, Strategy&, Oliver Wyman**

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## 2 Who are Cognosis?



# We help business build strategies that ignite & sustain growth



## STRATEGY DEVELOPMENT

Making choices that drive growth

- Business Strategy
- Competitor Strategy
- Opportunity Identification



## STRATEGY IMPLEMENTATION

Turning strategy into action

- Target Operating Model
- Organisational Design
- Transformation & Change



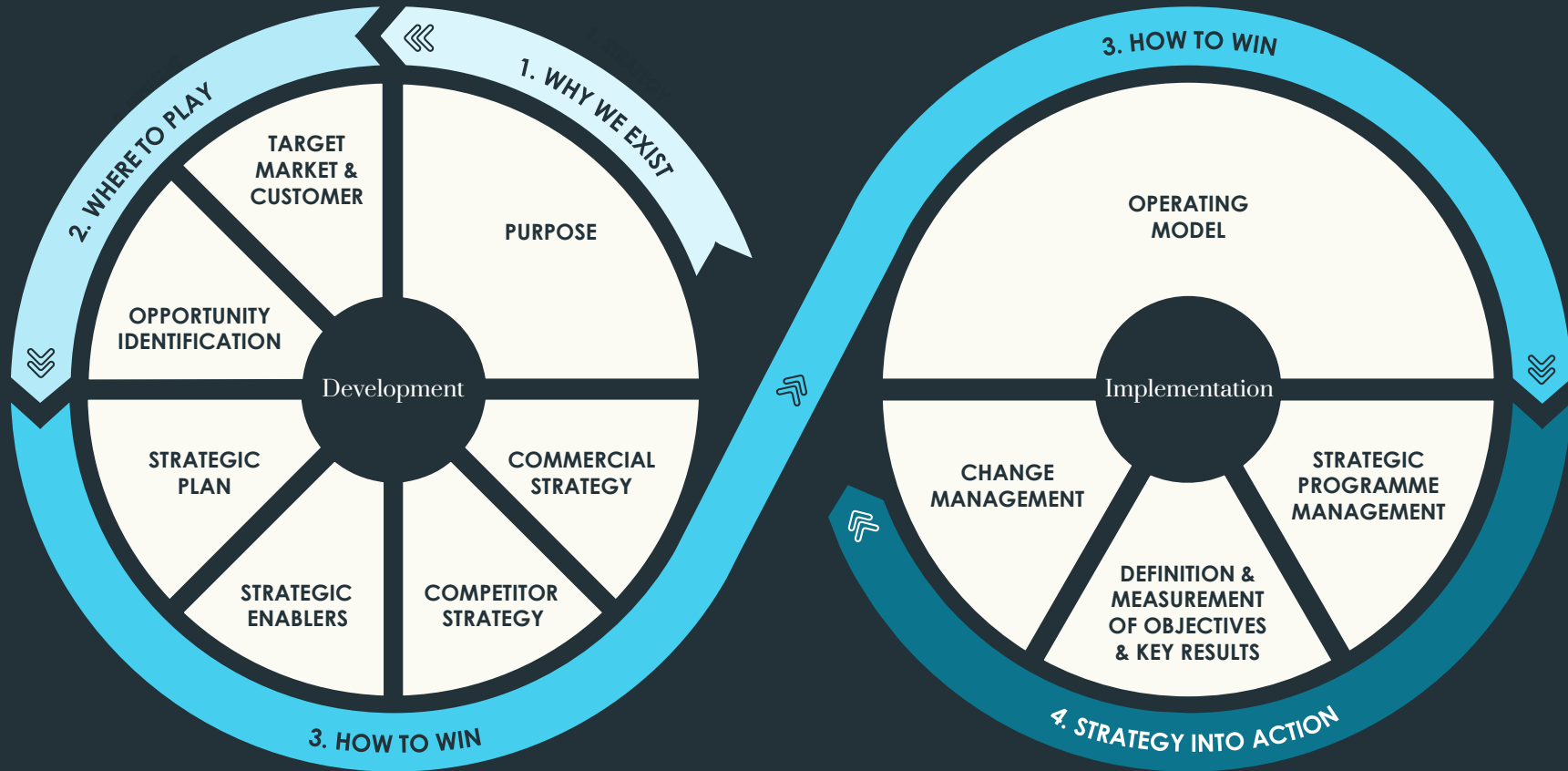
## BUSINESS MODEL INNOVATION

Reimagining the business for tomorrow

- New Proposition Design
- Business Model Development
- Pilot & Launch



# We work with clients at different stages of their strategy journey



## THE STRATEGY JOURNEY OF A BUSINESS

Top UK  
Consulting Firm  
for Strategy and  
Innovation  
in 2024

2 YEARS RUNNING



## Introducing Cognosis

For over 25 years, we've been igniting growth across more than 60 countries with some of the world's most ambitious companies

SECTORS		SELECTED CLIENTS			
B2C	Beverages	ABInBev	DIAGEO	LVMH	Red Bull
	CPG	Beiersdorf	McCORMICK	AkzoNobel	Scholl
	Apparel	Pentland	Dr. Martens	Clarks	tapestry
	Leisure	ODEON	Entain	IHG HOTELS & RESORTS	SPORT ENGLAND
	Technology	Lenovo	DAZN	IG	3
B2B	Financial	HISCOX	St James's Place	cifas Leaders in Fraud prevention	Staysure
	Goods	DS Smith	arco Experts in Safety	CAMELLIA	PENCARRIE
	Services	BEES	GSMA	SureserveGroup	COMPASS GROUP

Our clients span many industries, including alcoholic drinks and tobacco. We seek to accommodate industry preferences when feasible, but it is likely project work will include one or more of these industries.

Top UK  
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2 YEARS RUNNING



## Some examples of work we have done in the past

### ABInBev

Budweiser had set themselves an ambitious 3-year volume 'dream'. However, they were facing significant challenges to reach it because:

- 1) Markets **didn't have clear guidelines** on how to act
- 2) **Heineken** were stealing share.

Cognosis were approached by the global alcohol company to build an **innovation strategy for Budweiser** to help them reach their goals.



### LVMH

One of the key LVMH business divisions had a number of **potential product development options**, but they needed strategic logic **to guide which options to pursue, and how.**

They tasked Cognosis with making sense of it all: defining a **coherent brand plan** that could guide the crucial decisions of **where to play** (which product categories) and **how to win** (e.g. defining target audience, sales strategy, marketing)



### AkzoNobel

A **new competitor had stolen significant share** and over £20m in sales from Dulux in the colour mixing category, since entering the UK market. Now it was looking to expand into the decorative sector, which is a heartland sector for Dulux.

Unsure how to respond, we were tasked with helping AkzoNobel **explore their new competitor's strategy** and **design a fast and effective response.**



You can discover more of our case studies on our website

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## 3 Life at Cognosis



# Our team are curious, hard-working and ready to make an impact every day

We believe that strategy should **engage** and **excite**. We work closely with our clients to **co-create** strategy that they believe in and are excited to implement.

Our consultants employ **creative analytics**, draw out **insights** and **tell the story**. There is always an **actionable** roadmap with clear commercial goals, and we make sure the client team are **engaged and excited to deliver this ambition**.



**We encourage and expect our team to make their mark with ideas to transform the business**

Unlike many consultancies, each of us work on **multiple projects** at any one time. Our project teams are typically small (3-4 people) with a **flat structure** - this means everyone in the team has a real impact.

# Life at Cognosis extends beyond the four walls of our office

We pride ourselves on our culture. A crucial element of this are the activities and events that happen outside of the office. These include:

- Annual two-day **company offsite**
- Insightful **'Food for thought'** sessions, sharing knowledge from recent projects over pizza
- Biannual **strategy days** to workshop our current strategy and performance as a team
- Regular **work socials** and **fundraising events** for our corporate charities



# Our Cognosis Promise is at the heart of working life: We ignite & sustain growth. For our clients, for our people.

## Our development

Expect interesting work with brilliant people.  
At Cognosis we will always seek opportunities to grow ourselves and the people around us.

## Our reward

We offer fair financial remuneration and a highly competitive benefit package. Contribution is celebrated and rewarded.



### IGNITING GROWTH

Development  
Reward



### OUR CULTURE

Our priorities.  
Our behaviours.



### SUSTAINING GROWTH

Flexibility  
Wellbeing

## Our flexibility

Our Smart Working approach and family leave entitlements enable a meaningful and inclusive balance between team time, client time and personal flexibility.

## Our wellbeing

Your wellbeing is our priority. At Cognosis we all strive to put the team first and ensure the right support mechanisms are there for everyone.

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## 4 Our graduate programme



# WHAT TO EXPECT: REFLECTIONS FROM SOME OF OUR FORMER GRADUATES



**Poppy de Salis**  
Consultant  
(2025 Programme)

*"As a graduate, I was surprised by how quickly I was fully involved in projects. From day one, I wasn't just assigned tasks, I was actively encouraged to take ownership and share my perspective."*

*"I had amazing support on the grad programme. Cognosis takes development seriously and ensures you're equipped with the right skills and experience to successfully launch your consulting career"*



**Robbie Polkinghorne**  
Senior Consultant  
(2022 Programme)

*"Having been on another graduate scheme before joining, the difference was stark. Here, you're not just supporting projects from the sidelines; you're in the room with senior leaders from a range of industries, contributing to discussions that shape project outcomes. That trust accelerates the development of your strategic thinking and communication skills, builds your confidence, and gives you a real sense of impact."*



**Francesca Belton**  
Senior Consultant  
(2023 Programme)



**Saskia Rubin**  
Consultant  
(2023 Programme#2)

*"The structure at Cognosis is supportive and non-hierarchical. Grads are encouraged to take on as much responsibility as they feel comfortable with from the moment they arrive. Having joined after a decade working in the arts, this allowed me to use my existing skills and take on a more expansive role in areas where I already felt secure."*

*"Our mentorship scheme is key to developing our Graduates. I experienced this first-hand as a Grad. Now, as a mentor, there's nothing better than seeing my mentees reach their full potential."*



**Yash Shah**  
Manager  
(2019 Programme)

## How do we help our Analysts develop?

On joining Cognosis, Graduates are assigned a **mentor** to guide their personal and professional development via our monthly feedback cycle, tracking progress against our **Development Framework**.



The **six-month graduate programme** begins with a series of **induction** sessions.

From week 2, you can be introduced to a project team to gain practical **on-the-job learning**.

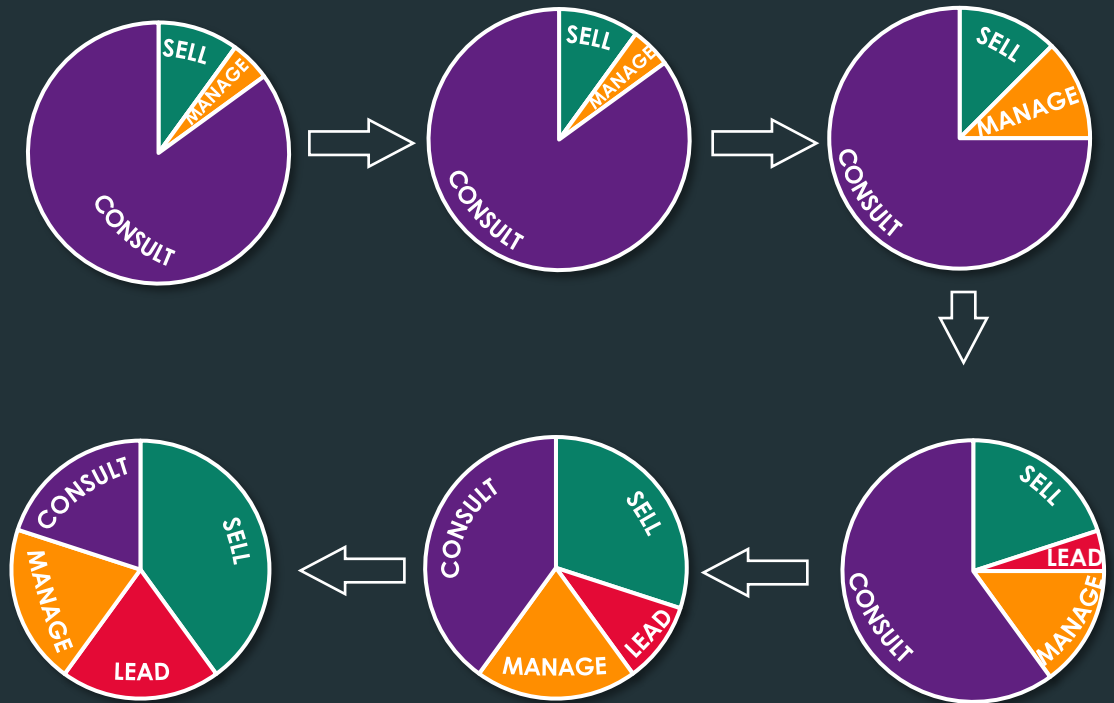
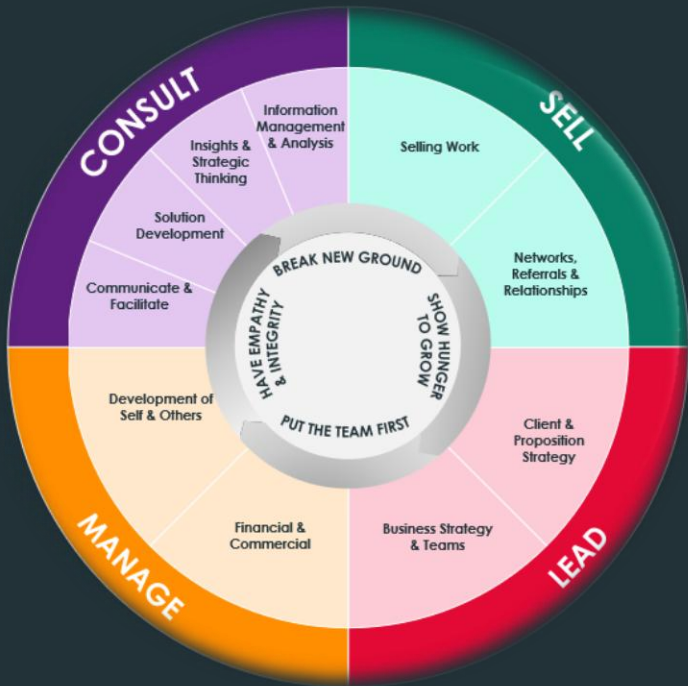
While most of your training will be on-the-job, we provide significant other **learning opportunities**:

- Regular **Skills & Knowledge sessions**. Recent topics have included *Presentation & Facilitation skills*, *PowerPoint Tips & Tricks* and *'Strategic Implications – Getting to the 'So-what?'*.
- Project knowledge is shared through our monthly **'Food for Thought'** sessions (with pizza!)
- Anyone at Cognosis can also apply for our **training budget for external learning** opportunities

Our graduate programme

Beyond the programme, we have a structured Development Framework to build your skillset at each grade

## Cognosis Development Framework



cognosis



### FINANCIAL BENEFITS

#### Salary

The salary for an Analyst is **£33,000**.

You will be given a first opportunity for promotion to Consultant at the end of the six-month programme. Upon promotion, your salary will increase to **£37,500**.

#### Profit Share

All team members receive a share of our annual profit, based on company performance and individual contribution.

Upon promotion to Consultant, your bonus-earning potential will double.



### OTHER BENEFITS

- Hybrid and flexible working arrangements, with option to work remotely for up to 3 days per week and to work abroad or away for up to 3 weeks each year
- 30 days holiday per year after 2 years' service (25 days on joining), plus additional 'life leave'
- Private Medical Insurance, with full cover from day 1
- 24-hour confidential employee assistance offering lifestyle and wellbeing support.
- Stakeholder pension scheme, life assurance and income protection
- Regular team events & socials, including an annual two-day team offsite
- Peer recognition reward schemes
- Cycle Scheme (onsite cycle facilities available)
- Free onsite barista, free wellness and lifestyle events on site and onsite café, pizza restaurant, cocktail bar & cinema club
- Support towards setting up your home office
- Additional 'Long Service Leave' granted every 5 years
- Exceptional family leave entitlements including up to 30 weeks full pay for all new parents

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## 5 What we're looking for

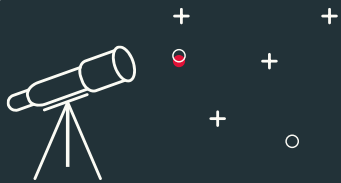


What we're looking for

# Our Culture. Our priorities. Our behaviours.

We pride ourselves on our curiosity and collaborative working practices. We are brave, we celebrate difference, we live our behaviours, and we do the right thing. We care about our business, and we care about our team.

**We are looking for individuals who can embody our Cognosis behaviours:**



## **BE BRAVE AND STRIVE TO BREAK NEW GROUND**

- Have a point of view: we're not paid to sit on the fence
- Be prepared to share it, bring constructive challenge – but always in the spirit of positive intent



## **PUT THE TEAM FIRST, ALWAYS AHEAD OF YOURSELF**

- Respect team-related ways of working
- Deliver on commitments, for clients, the team, the business
- Roll up your sleeves and muck in when needed



## **SHOW HUNGER TO GROW, OUR CLIENTS, OUR BUSINESS, OUR COLLEAGUES, OURSELVES**

- Challenge yourself: be better today than you were yesterday
- Be proactive, take accountability, act with urgency
- Give (and seek) fast effective feedback, it grows people faster



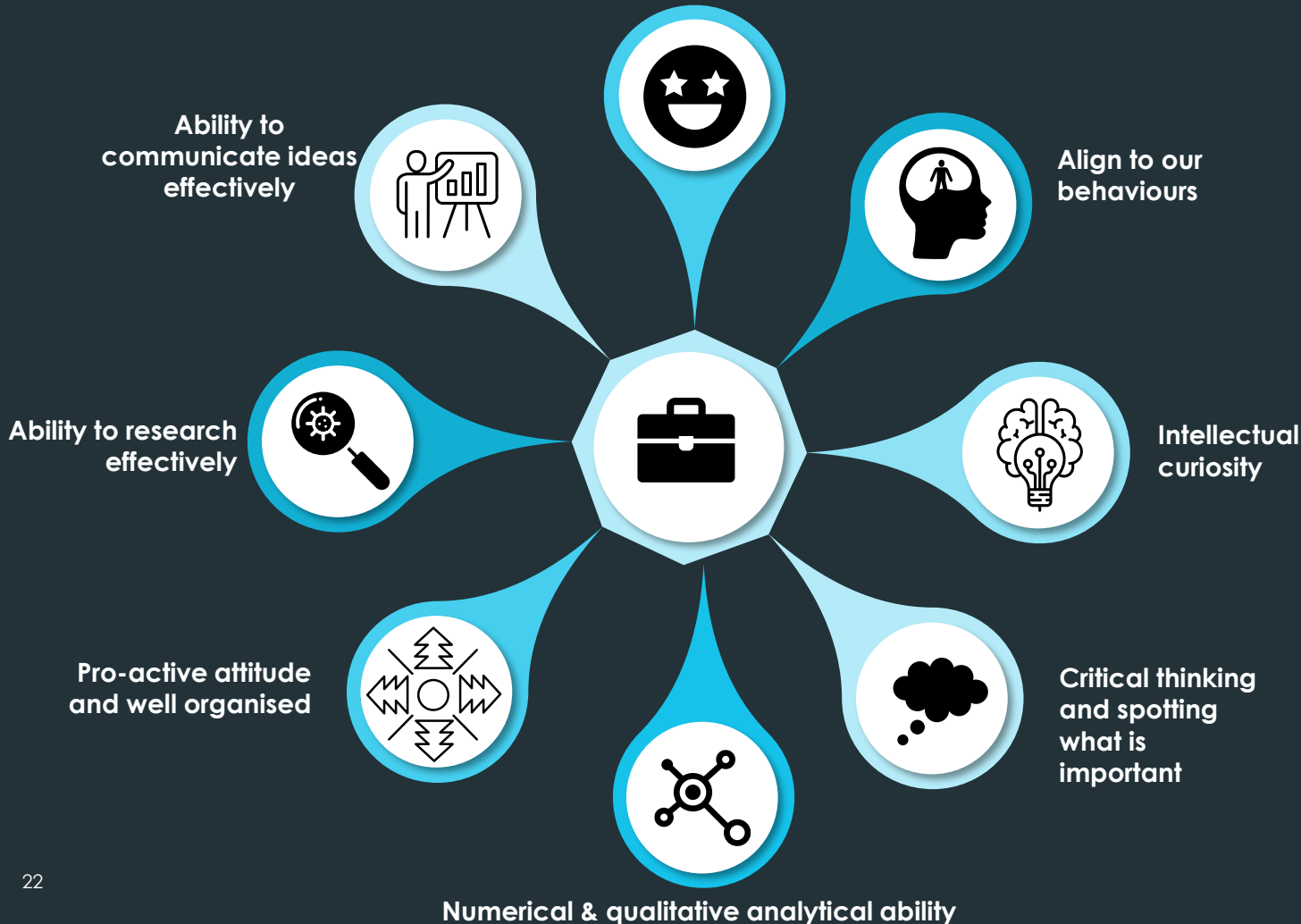
## **HAVE EMPATHY & INTEGRITY IN EVERYTHING YOU DO**

- Respect the individual in all of us: listen first and seek to understand
- Never jeopardise the trust we've built
- We won't always be right – but we'll always do the right thing

What we're looking for

Furthermore, we are looking for well-rounded candidates with a genuine excitement for what we do

Excitement for strategy consulting



What we are not looking for – common myths:

- ❖ Specific degrees
- ❖ Prestigious internships
- ❖ Specific schools or universities
- ❖ A particular profile
- ❖ The “finished article”