

Shaping the future of consulting:

A conversation with Daniel Meere

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First introduced around 10 years ago, Capco's Associate Talent Program (ATP) equips graduates with the consulting, industry, and technical skills needed to thrive in financial services, insurance and energy. ATP participants also gain hands-on experience with Capco's AI capabilities and how these tools can be applied to solve real client challenges.

Daniel Meere, UK Banking & Payments Lead and the Capco Partner sponsor of the June 2026 ATP cohort, discusses the importance of ATP as an entry point and incubator for future talent within the firm, how the program is helping shape the next generation of consultants, and the role associates will play in delivering future value for our clients.



Why is our investment in the Associate Talent Program such a strategic priority for Capco?

Daniel Meere: It is key from a future talent development perspective. We are seeing a huge amount of change across the consulting market and within our clients. The way they approach the future of work is evolving, and there is a great opportunity to identify and embed new ways of working, new team structures and new tools. My strong belief is that our newest joiners to the workforce will find ways to use those tools far more effectively than I could. It is really important that we invest in them and evolve as a group in how we will serve our clients as the world of work moves on.



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UK Banking & Payments Lead



As an organization, we pride ourselves on being expert-led and AI-infused, and we've looked to bring those qualities into our ATP program. One thing we found during training was our graduates were already very familiar with AI, so we were able to elevate that element of the training to the next level and do something more advanced, which was fantastic to see.

Our program is highly focused on client value, that has proved a huge success. All eight members of the cohort were onboarded to client projects pretty much from the day they started. They have settled in really well – I've caught up with several of the June cohort on the accounts I'm involved with, and they're genuinely enjoying the experience. This practical element of the program is invaluable because it gives them first-hand exposure to our client work and helps them identify opportunities to create real value from the outset.

One of my favorite parts of the program is the ATP alumni panel. Capco colleagues who have completed the program, some who now have over 10 years with the firm, hosted an informal Q&A and shared their experiences. It means the ATP cohort have role models they can relate to and a clear picture of what their own careers might look like. It was a great way to end their induction and reinforced that Capco is invested in our people, supporting their development from day one and throughout their careers.



Having spent time with the June UK ATP cohort, what opportunities do you see this new cohort bringing to Capco and our clients?

Daniel Meere: A strong combination of AI capabilities, fresh thinking, and client experience, with the opportunity to learn and develop alongside the rapid pace of AI evolution.

If I look at the kinds of conversations we were having with clients six months ago, we're already seeing how those things have moved on. The pace of change is so rapid that we're now able to do things that only recently seemed impossible.

A great example was the 'AI Beyond the Hype' event we held with OpenAI earlier this year in London, where we brought together senior leaders from over 70 organizations to share insights into AI's role in the transformation of financial services. During the event, an OpenAI solutions engineer demonstrated a sophisticated digital assistant interacting in real time via both text and voice with a hypothetical small business owner applying for a loan. As he pointed out, that level of sophistication would not have been feasible just three months earlier.

Importantly, this June ATP cohort brings an incredible amount of energy and enthusiasm. By giving them first-hand experience working with clients, we can channel that into delivering real client value. And I want them to maintain their curiosity, asking why we do things a certain way and whether there's a better approach. I am keen to harness that and see what improvements come from it.

It's a personal learning opportunity for me as well because I learn so much from the questions they ask. They're thoughtful, naturally curious, and eager to absorb everything they can.



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How does ATP prepare graduates to become successful consultants at Capco?

Daniel Meere: It gives our associates the confidence that comes from doing real work for real clients, rather than spending all their time on internal projects. It also works well for our clients – they value having emerging talent within their teams and it aligns well with many of their own graduate programs.

By giving people a few weeks of training, time to integrate with the team and early exposure to clients, they are able to build confidence quickly. Our in-office culture plays an important role. The associates working alongside experienced colleagues every day, asking questions, building their networks, and learning through those day-to-day interactions. From that perspective, the program has been a real success.

We made a couple of conscious decisions when designing the program. First, we wanted to integrate the associates into the business from day one by inviting them to our town halls and giving them regular touchpoints with their coaches, sponsors, and the leadership team throughout their two-week induction and beyond. That helps them feel part of the Capco family from the very beginning.

We also encourage them to get involved in community initiatives and account development. Two associates reached out to me because they were interested in seeing what the RFP process looks like and asked if they could observe one. My answer was, "Absolutely." We'll make sure they get the opportunity to see the process end to end. It adds another dimension to their experience and gives them valuable context before they take an active role themselves.



AI is changing the face of consulting. How is Capco preparing our associates to work with these capabilities?

Daniel Meere: There is no question AI is transforming consulting at an incredible pace. It's no longer a question of whether you'll use AI, but how. It's now an integral part of the way we work every day, which is why it's so important that the ATP cohort is exposed to AI tools from day one. We want them to understand what's available through our AI Labs and accelerators, and, more importantly, to put those tools into practice on client engagements.

For example, one ATP member was working with one of our clients on an automation project, using AI to assess standard operating procedures and identify opportunities for automation. That kind of hands-on experience will really help them understand how these tools can create real value for other clients in the future.

One of our key goals is to help define what the consultant role looks like in an AI-enabled future. These graduates are digital natives, and they'll give us invaluable feedback on which tools work well, where we can improve and how AI can best support the way we deliver for clients. I genuinely believe this group can be pathfinders as we shape the future of consulting.

And also shaping the future of Capco...

Absolutely. We'll know we've been successful when in a few years' time this group is playing the same role as our current ATP alumni. If they're becoming role models for future cohorts, helping the next generation of associates as they join the firm, that would be a fantastic outcome.

More importantly, I hope they help shape the organization we need to become. As we've touched on throughout this conversation, AI is transforming what we do, how we do it and the way our clients operate. This cohort, and those that follow, will teach us a huge amount about how to use AI effectively and responsibly, and how we combine human expertise with AI to deliver even greater value for our clients.



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Authors

Daniel Meere

Partner, UK Banking & Payments Lead

Tim Steele

Global Head of Content & Communications

Imogen Pitts

Senior Marketing Analyst