

May 2014

Perceptions of consulting in Nordics



Introduction

Section 1:
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Section 2:
Quality of service

Section 3:
Characteristics of
consulting firms

Section 4:
Price and value

Section 5:
Interactions with
consulting firms

Section 6:
Comparing direct
and indirect
clients

Section 7:
Perceptions of
individual firms

About this report

The aim of this report is to analyse:

- How senior users of consulting services in the Nordic region view consulting firms.
- Why these executives think what they think and how consulting firms can therefore most effectively influence them.

The report is divided into seven sections:

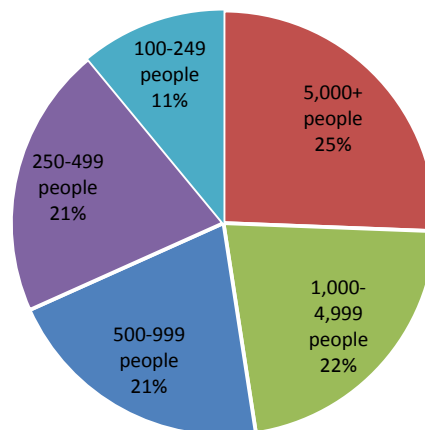
- Sections 2 – 4 seek to understand what people think about consulting firms from three different perspectives: the quality of service they provide (Section 2), the characteristics and behaviours they exhibit (Section 3) and the value they add mapped against the fees they charge (Section 4).
- Sections 5 and 6 analyse the factors which drive these perceptions: Section 5 looks at how people interact with consulting firms and how these interactions influence their thinking; Section 6 looks at how perceptions change as prospects become clients.
- The final section (Section 7) looks at how perceptions vary from firm to firm.



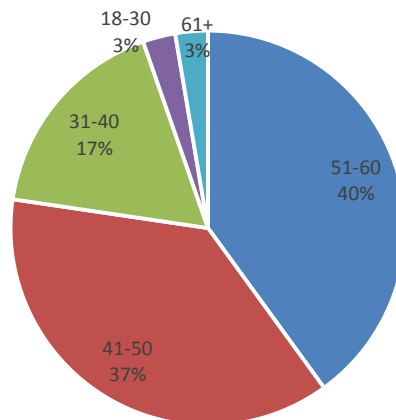
Methodology: our sample and approach

- We surveyed 81 Nordics-based executives in November-December 2013, the vast majority of whom were directors, vice-presidents and senior managers, and all of whom had been responsible for buying substantial volumes of consulting services in the previous year.
- Each respondent was asked to provide feedback on between three and five firms, giving us almost 330 data points in total.
- About two thirds came from back-office functions (operations, finance, IT and HR) and 31% from front-office ones (general management, strategy, marketing and sales).
- The split between direct and indirect clients (a distinction we examine in detail in Section 6) was 1:3, where indirect clients were those who had not engaged consultants but had seen consultants at work or who had influenced the buying decision. Executives with no experience of using consultants had been filtered out of the research.
- 41% of our sample were CXOs.
- We surveyed a slightly wider range of organisations in this region than we have done elsewhere (more mid-sized companies), which tries to take into account the different structure of the Nordic economy.

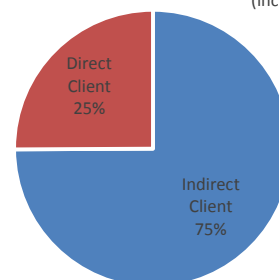
Breakdown of survey sample



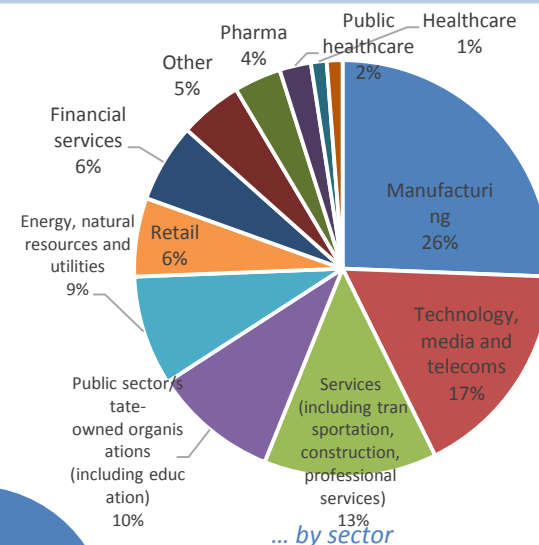
... by size of organisation



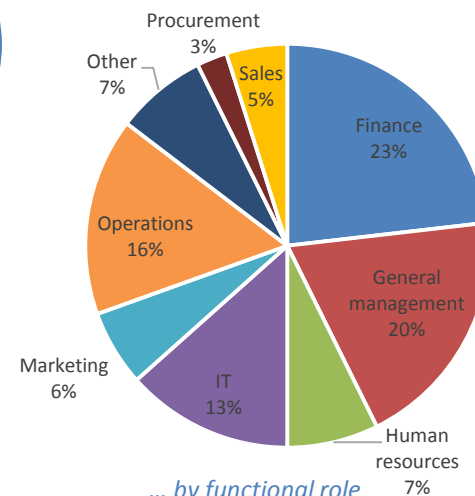
... by age



... by relationship



... by sector



... by functional role

Methodology: segmenting the industry

- We asked respondents to rate firms they'd selected, one by one.
- To prevent responses being spread over a very large number of firms, respondents were provided with a list of Tier One firms from which they could choose. To look at the results by segment, we then aggregated all these responses (see right).
- Section 7 of this report summarizes the detailed feedback at an individual firm level. However, some firms have been excluded because we didn't have sufficient data for our analysis.

Firm	Segment	
A.T. Kearney	Strategy	Insufficient data to profile firm
Accenture	Technology	
Aon Hewitt	HR	Insufficient data to profile firm
Atos Consulting	Technology	Insufficient data to profile firm
Bain	Strategy	
BCG	Strategy	
Booz & Company*	Strategy	Not included
Capgemini Consulting	Technology	Insufficient data to profile firm
Deloitte	Big Four	
EY	Big Four	
Hay Group	HR	Insufficient data to profile firm
IBM	Technology	
KPMG	Big Four	
McKinsey	Strategy	
Mercer	HR	Insufficient data to profile firm
Oliver Wyman	Strategy	Insufficient data to profile firm
PwC	Big Four	
Roland Berger	Strategy	Insufficient data to profile firm
TCS	Technology	Insufficient data to profile firm
Towers Watson	HR	Insufficient data to profile firm

*The research for this report was completed prior to the official announcement of the new name for Booz & Company (Strategy& - a PwC company)