



PERCEPTIONS OF CONSULTING IN THE NORDICS

*Assesses the reputation of consulting firms,
as seen by clients*



OUR VALUES AND INTEGRITY

Our purpose is to help you grow your business. We aim to provide you with the best data and analysis to help you make the right decisions for your firm.

To that end, Source Global Research is completely independent of any professional services firm we work with or comment on. Moreover, the quantitative data and rankings shown in this report are based on the views of senior end users of professional services (your clients and prospects), not on our view. The analysis, on the other hand, is our own—as experts in interpreting client data, our aim is to help you make sense of it and bring the important messages to your attention.

It is not possible to influence our rankings either by subscribing to our research or by paying us money—it never has been and it never will be.

EXECUTIVE SUMMARY

- The firm that clients in the Nordics are most likely to mention is IBM Global Business Services, closely followed by Accenture and Deloitte. Furthermore, these top three firms are some way ahead of the rest of the pack in terms of mindshare, showing they are firmly at the front of clients' minds.
- When we look at how clients rate the quality of consulting firms' work, IBM Global Business Services comes out on top. Strategy& takes the second spot, with Deloitte in third. IBM Global Business Services scores especially well with direct clients (those using its services), while Strategy& does particularly well with prospective clients (those who haven't yet used the firm). These three firms also come out on top for quality in all service lines, except HR & change management, in which The Boston Consulting Group scores the highest.
- Strategy& comes out on top for overall perceptions of value added in relation to fees paid, with The Boston Consulting Group and Capgemini Consulting trailing closely behind. Strategy& is the leader among prospects, though the firm actually scores slightly better with direct clients. Meanwhile, Roland Berger takes first place among direct clients, with Bain & Company and The Boston Consulting Group also on the podium.
- Clients in the Nordics have proven a relatively negative bunch over the history of our survey, but this year saw improved perceptions of both the quality of consulting work and the value consulting adds in relation to fees paid. In fact, quality perceptions have improved for the last three years for all services (or at least the ones that have featured in our survey for three years). This overall increase in quality and value perceptions leads us to believe that consulting firms may be finally catching up with the Nordic's digitally advanced client base and are now providing the ideas, skills, and capabilities that this market needs.
- When we consider the quality scores for each firm ranked highest to lowest, the gap between the top and bottom score is smaller now than it was two years ago. This convergence is being driven by continual improvement in quality perceptions, particularly with regard to the lowest-ranked firms, with the survey's bottom score more than doubling between 2016 and 2018. We suspect this is a result of the demand for large transformation initiatives, which is inspiring all firms to make quality improvements across all service lines in order to be competitive for lucrative cross-service programmes. Of course, this drive to do everything and do it well is also making it harder for firms to differentiate themselves from the competition, creating new pressures in this market.
- Despite the upturn in quality and value sentiment, Nordic clients are still pretty tough on consultants as compared to their peers in the UK, US, and Germany. Their overall quality and value perceptions are very close to the lowest scores across other geographies, and when we turn our attention to attributes, we see that clients here are less positive across the board. Indeed, their opinions on firms' attributes are significantly lower than what we see in other geographies, only coming close to their peers on their views of price, for which scores are fairly low in all mature markets.

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HOW TO USE THIS CLIENT PERCEPTION STUDY

It's very important to be clear about what our Client Perception Studies are, and are not:

What they're not are exhaustive studies of clients' opinions about specific firms that remain statistically robust when filtered to provide detailed data about views at a very granular level of the market. So if, for instance, you want statistically robust data about what clients in the pharma sector in Germany think about McKinsey's operational improvement capabilities, you won't find it in these reports. We do profile individual firms in our reports to the extent we can—indeed this remains one of the most popular parts of the reports with readers—and we do, separately, offer in depth analysis of the world's leading consulting firms, but our Client Perception Studies are not designed to replace the sort of in-depth client research that many firms carry out (and often ask us to carry out for them).

What they are designed to do is provide a snapshot of views within a particular consulting market at a point in time. What they lack in detail about individual firms they make up for in three important ways:

- A multi-firm view. Our reports enable consulting firms to see how they stack up against their competitors in the minds of clients.
- A view from prospects, not just existing clients. We include the views of people who aren't current active clients of the firm they're telling us about, enabling us to understand what we tend to think of as a firm's brand pipeline, and to compare the views of prospective and active clients. In doing this last, we're able to assess the extent to which clients' expectation of a firm are met in reality, and how well a firm's marketing and delivery capabilities are aligned.
- Independence and expertise. The trouble with conducting your own client research is that clients are often reluctant to express negative views about firms (and people) with whom they've worked closely. They have no such concerns when they're telling us. Added to which, we're able to bring the expertise we've gained over years of analysing the consulting market to bear, helping to interpret the results within the context of the wider market and the strategic priorities of consulting firms.

It's important to remember that this is a study of client perceptions; a summarised view of what we're hearing from the market. It's not our view, nor is it a comment on market share or a recommendation to clients about which firms to buy from. The audience for these reports is the firms featured in them, and those interested in the strength of the competition in any given market

METHODOLOGY

Who did we talk to?

We have 813 responses from our survey of executives, directors, and senior managers in the Nordics in November and December 2017, all of whom have been responsible for buying substantial volumes of consulting services in the previous year. They represent a wide range of industries and business functions, and 79% work in organisations that generate more than \$500m in revenue.

This report also includes qualitative research from interviews carried out in 2017 and 2018 with senior buyers of consulting in the Nordics to bring aspects of our findings to life.

For more information about the people we surveyed, please see the **extended methodology section** towards the end of this report.

The two types of client in this report: direct clients and prospects

We talk about two types of clients in this report: direct clients and prospects.

Direct clients are clients who have bought services from a firm on a reasonably regular basis. They're current clients, or ones with an ongoing relationship with a firm.

Prospects (and what we have sometimes referred to as "indirect clients") are clients who feel qualified to share an opinion about a firm but aren't among their direct clients. They may have had exposure to the work the firm has done elsewhere in their organisation or have simply formed an impression based on reading a firm's thought leadership or being exposed to its marketing in some other form. In this research, we segment this group into those that are simply aware of a firm, and those that have shortlisted firms but decided not to proceed with that firm.

The differences between the opinions of these two types of clients tell us a lot about the differences between expectation (prospects) and reality (direct clients). But it also tells us something about the differences between a firm's marketing and what it actually delivers.

Discover more online

The data contained and referred to within this report is also available online, where it can be sorted and filtered according to your preferences. In fact, some of the charts contained in the report link directly through to the online database. Note that wherever you see a quick code next to the title of a chart, that code can be entered into the search function of the database to reproduce exactly the same chart.

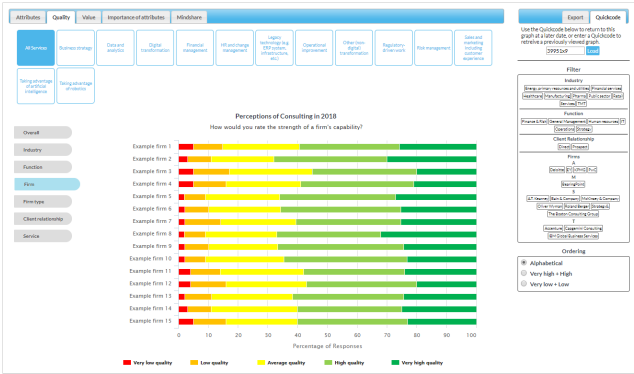
How to access the data

To access the data, you can either go to the page where you downloaded this report and click on the ‘Explore the underlying data’ button. Alternatively, you can visit our website here and log in using the same credentials you use to download the report.

2018 » Home		
Welcome to the online version of our Client Perception Programme, the most detailed survey of its kind about the management consulting market. This is where you'll find information about what clients (senior end users of consulting services) think about the price, value and quality of the services delivered by many of the world's leading consulting firms.		
Please use the data within it as much as you like internally, but refer to our marketing licence policy if you want to use it externally, or contact Ella-Sian Jolley C2 .		
	Included in your licence	Published
Client Perceptions Programme 2018		
Germany CPS		April 2018 Load
US CPS		April 2018 Load
UK CPS		June 2018 Load
Energy & Resources CPS		August 2018 Load
Financial Services CPS		June 2018 Load
Healthcare CPS		September 2018 Load
TMT CPS		September 2018 Load
France CPS		July 2018 Load

What can I do with the data?

From here, you will be able to filter all the data in this report on each of the key areas: Mindshare, quality, value, recommendations, attributes, and important attributes.



METHODOLOGY IN FULL

Who did we talk to?

Figure 9

Respondents' level of responsibility

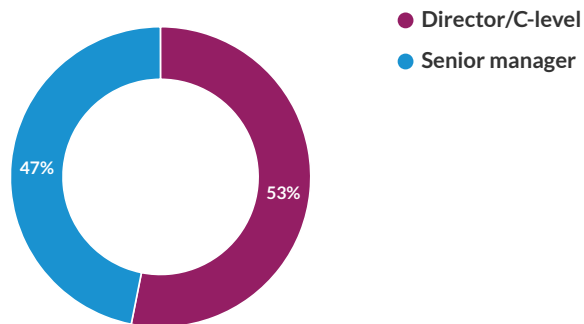


Figure 10

Respondents by industry

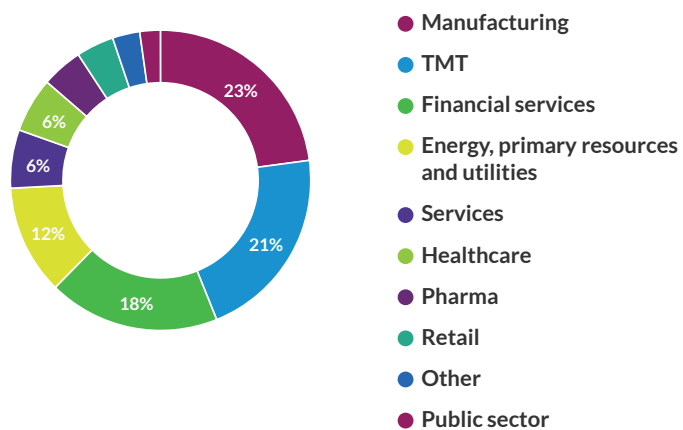


Figure 11

Respondents by function

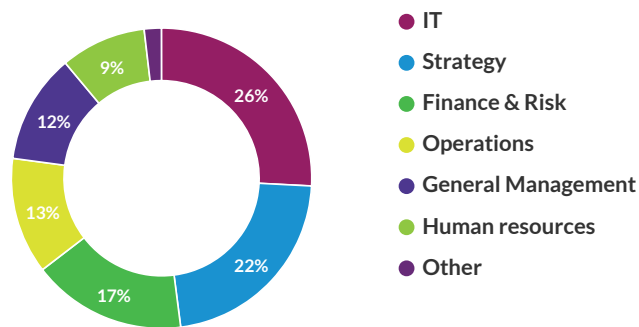
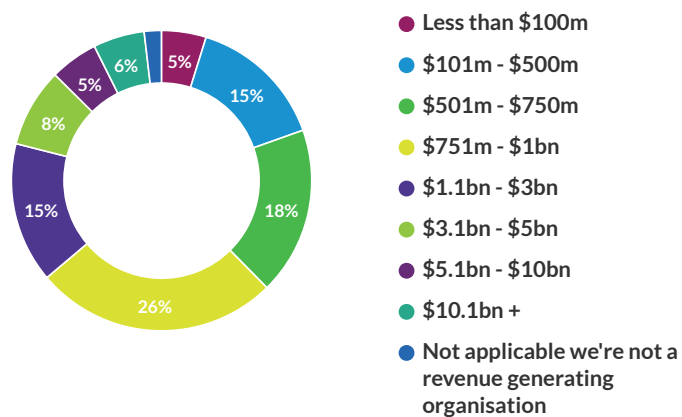


Figure 12

Respondents by organisation's revenue



What did we ask them?

Each respondent was asked to tell us about three consulting firms and was presented with a list of 15 leading consulting firms in the Nordics. We focus respondents on the world's leading consulting firms to ensure we have sufficient responses to carry out a detailed analysis.

We asked each respondent to share their views on each of the three firms selected, focusing on the following areas:

- Quality: Their perception of the quality of service provided by each firm in ten different consulting services
- Value: Their view of how much value each firm added in relation to the fees paid for its services
- Attributes: How they rate each firm and the individuals from it across a range of attributes, and what they think the most important attributes of each firm are.

Which firms are included in this report?

Firm	Did we ask about this firm in this market?	Detailed profile available?
Accenture	✓	✓
A.T. Kearney	✓	✓
Bain & Company	✓	✓
BearingPoint	✗	✗
The Boston Consulting Group	✓	✓
Capgemini Consulting	✓	✓
Deloitte	✓	✓
EY	✓	✓
IBM Global Business Services	✓	✓
KPMG	✓	✓
L.E.K.	✗	✗
McKinsey & Company	✓	✓
Oliver Wyman	✓	✓
PA Consulting	✓	✓
PwC	✓	✓
Roland Berger	✓	✓
Strategy&	✓	✓

How do we rank firms in this report?

In this report, we reveal the top-ranked firms in four areas: mindshare, quality, value, and most recommended firm. We look at the top-ranked firms overall, but where we can, we also split the data to look at perceptions in each consulting service, by client type, by industry, and by function (that is, looking at how views of respondents in different industries and different business functions vary). In breaking down the data to this level our sample sizes can become quite small, so where it isn't big enough for us to be confident making a ranking, we've declined to do so. That means that in this report we are unable to provide a ranking for clients in the HR function, operations, and general management, nor for clients working in the energy, primary resources & utilities sector, financial services, manufacturing, services, retail, pharma, healthcare, the public sector, technology, media & telecoms, or other. If you have questions about the industries we've omitted from this report, try visiting our [online portal](#), where you'll be able to see all the data we have in one place. If you have further questions, please contact info@sourceglobalresearch.com.

Mindshare: To give each firm a mindshare score, we've looked at how quickly respondents selected any particular firm. The firm that reached 60 responses fastest gains the top score (which is 100). All other firms are scored in comparison to the time it takes to fill that quota. Think of it as firms racing each other to a finish line.

Quality: We base our rating on the sum of the proportion of people who describe quality as either "high" or "very high". Where that produces an equal result between two firms, we take into account the share who have described quality as "very high" to determine the order in which they are ranked.

Value: We base our rating on the sum of the proportion of people who say that the value a firm delivers is greater (to any extent) than the fees it charges. Where that produces an equal result between two firms, we take into account the extent to which value is seen to be greater than fees (respondents had the choice of saying it was twice, five times, or ten times greater than fees) to determine the order in which they are ranked.

DEFINITIONS OF INDUSTRIES

Industries



Energy & resources

Energy

Includes the exploration and production of energy, including oil, gas, coal, and renewables.

Utilities

Includes the delivery of electricity, gas, water, sanitation, and other related services.

Primary resources

Includes agriculture, chemicals and chemical products, commodities, forestry, fishing, metals, mining, and plastics.



Financial services

Banking

Includes retail banking, commercial banking, and lending.

Insurance

Includes general insurance (e.g., motor, home, pets, health—anything on an annual contract), life insurance, pension products, retirement planning.

Private equity

Includes both consulting work for private equity firms and consulting work with private equity portfolio businesses.

Capital markets

Includes investment banking, trading of stocks and financial products, corporate finance, and broking.

Investment and wealth management

Includes private banking, high net-worth banking, investment management, trust funds, the management of pension funds, and asset management.



Manufacturing

Aerospace

Includes space research and technology, the manufacture of aircraft, aircraft parts, rockets and other space equipment, and tanks and ammunition.

Automotive

Includes the manufacture of motor vehicles, industrial vehicles, and vehicle supplies and parts.

Construction

Includes surveying, architectural, and engineering services, heavy construction, house building, and the building of infrastructure.

Consumer packaged goods

Includes the manufacture of clothes, foods, alcohol, tobacco, furniture, home furnishings, cleaning products, small arms, children's toys, and sports equipment.

Consumer and industrial electronics

Includes electrical components, household and industrial appliances, commercial and professional equipment.

Industrial products

Includes industrial machinery, steel and metal products, and plastic products.



Pharma & biotech

Includes research into and the production of drugs, biological products, medicinal chemicals, and life sciences.



Healthcare

Includes private and publicly-funded healthcare, hospitals, laboratories, and medical equipment.



Public sector

Government

Includes federal/national, state/regional, local government, emergency services, justice, social services, public transport, and conservation.

Education

Includes public and private schools, universities, and libraries.

Defence

Includes national security and consulting around defence issues.

Not for profit

Includes non-commercial research organisations, religious, political and professional membership organisations, trusts, labour unions, and business associations.



Retail

Includes the selling of clothes, food, consumer goods, and automobiles.



Services

Logistics

Includes warehousing, storage, packing and crating, and distribution including cargo, freight, and haulage.

Business services

Includes services relating to law, accountancy, IT maintenance, security systems, advertising, employment agencies, and vehicle leasing.

Leisure

Includes museums, art galleries, theatre, golf courses, hotels, hospitality, travel agencies, restaurants, and bars.

Real estate

Includes estate agencies and operators of residential and commercial buildings.

Transportation

Includes private and people-related transportation, including airlines, airport management, train operators, rail infrastructure management, water transportation, courier services, and private bus services.



Technology, media & telecoms

Telecoms

Includes telephone, mobile, digital, and other communication services.

High-tech

Includes IT related devices, computer and computer related devices, audio and video equipment, broadcasting and communication equipment.

Media

Includes radio, television, and digital broadcasting stations and services as well as printing and publishing of newspapers, periodicals, and books.

ABOUT THE AUTHOR

Ashok Patel

Ashok is a writer and editor at Source, contributing to our Consulting Market Programme and Client Perception Programme reports. Prior to joining Source, he was an editor and a consultant in the commodities market, and he also brings experience from the UK automotive sector.



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SOURCE REPORT PROGRAMMES

● MARKET TRENDS PROGRAMME

A series of detailed reports that contain the most accurate view available about the consulting market in an extensive list of countries and regions. These explore key themes, provide market sizing data, growth forecasts, and deep analysis, all backed up by extensive quantitative and qualitative research amongst consulting firms and clients.

As well as our country reports, we also produce a global view of four different industries. These reports contain industry analysis, market sizing data, and growth forecasts at a global level, as well as breakdowns by sub-sector, service, and geography.

● STRATEGIC PLANNING PROGRAMME

A series of reports that take a detailed look at the big trends in the global consulting industry, interpreting them in terms of what they mean for consulting firms and who is best placed to exploit them.

● CLIENT PERCEPTION PROGRAMME

A series of reports based on our huge client survey, that reveal what clients think about the leading consulting firms in a number of regions and industries. We rank the leading consulting firms in terms of clients' perceptions of things like quality and value.

As part of this programme we also publish global perception summaries. These give an in-depth and unique view of the world's leading consulting firms. Available on request.

● WHITE SPACE

A series of reports that analyse the quality and effectiveness of thought leadership. These are included in all White Space subscriptions.

How to subscribe

You can either subscribe to a whole programme (the cheapest way of getting access to everything) or buy reports individually. All reports in our programmes come with a global licence, so once you've bought them you can use them anywhere in your firm.

What's included

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- An executive summary (8-10 pages) highlighting key themes
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🌐 www.sourceglobalresearch.com

Would you like more information on any of the above? A more detailed view? Or to adjust any of it to suit your requirements? The adjacent page offers more insights into how we can help you.

2018	MARKET TRENDS PROGRAMME	STRATEGIC PLANNING PROGRAMME	CLIENT PERCEPTION PROGRAMME	WHITE SPACE
JANUARY				Hot topics in thought leadership
FEBRUARY	Forecasts for 2018 UK		Germany GCC	Quality ratings of thought leadership for the second half of 2017
MARCH	GCC DACH Benelux	Mega trend #1: Data & analytics	US	
APRIL	Spain France Nordics		UK Energy & Resources	Analysis of recent thought leadership
MAY	Eastern Europe US Russia	Mega trend #2: Discover	Nordics Financial Services	Analysis of recent thought leadership
JUNE	Italy Canada	Mega trend #3: Strategy		
JULY	LATAM Australia	Mega trend #4: Run		Analysis of recent thought leadership
AUGUST	Africa		Healthcare TMT	
SEPTEMBER	Planning for growth in 2019 India Energy & Resources		France	Quality ratings of thought leadership for the first half of 2018
OCTOBER	South East Asia Financial Services China			
NOVEMBER	TMT Healthcare	Mega trend #5: Robotics		
DECEMBER		Mega trend #6: Digital transformation		

OUR CUSTOM RESEARCH SERVICES

Over the course of the last ten years we've worked with leaders in many of the world's biggest professional services firms, to help them find solutions to some of their most important challenges. Here are some typical examples of the kind of work we do.

You need to know how big your market is

We have a global data model of the professional services industry that is the biggest and most sophisticated of its kind ever created. It provides data on market size, growth rates, and forecasts across 29 industrial sectors, 10 service lines, and 84 countries. It also breaks down the market by different types of firm.

We can provide you with a version of the model that's customised to fit your needs, giving you data on all the countries, sectors, and service lines that matter to you, and none that don't. But we won't stop there, unless you want us to: Our analysts will work alongside you to make the model yours, mapping our definitions to yours, so you can look at the market on your terms rather than ours.

You need to understand what the numbers mean for you

For many of the firms we work with, pure data isn't enough, and nor are standard reports able to offer a view that's sufficiently tailored to their needs. In these situations, our analysts start with a blank sheet of paper, put your firm in the middle of it, and draw on all our data and knowledge—including about clients' perceptions—to build a picture of the world around you. You get a story that's laser-focused on your challenges and your opportunities, and that helps you to translate data an insight into action.

You're new in your role and need to understand the market for which you're now responsible

For people who have just moved into a new role, we can create packs of information specific to a particular geography, sector or service line. Our market sizing data can be used to quantify the market's potential, and our analysis of clients' perceptions and the competitive landscape will help you understand how best to seize the opportunities and respond to the threats.

You need to create clear propositions around your services

Our research tells us that having a big brand is no longer enough: Increasingly, clients expect professional firms to have a clearly articulated proposition for each service that differentiates them from their competitors. But the best propositions aren't built in a day: Our analysis, because it's based grounded in facts about clients' perceptions and behaviour, helps firms quickly cut through internal disagreement and build a clear sense of direction.

You need help with your inorganic growth plans

We also work with firms that are supplementing their organic growth with acquisitions, helping buyers find and qualify suitable targets for acquisitions. Leveraging our deep knowledge of the professional services sector, we can scan the market, profile companies, and even effect introductions. Firms use our services because we're well-connected in the industry, independent, and fast.

You need to understand how you measure up against your competitors in the minds of clients

Understanding what your clients think about your firm is critical in today's fastchanging and highly competitive market. New circumstances demand new, expert-led strategies to brand benchmarking, and that requires both independence—to get to the real story, not the one your clients think you want to hear—and deep knowledge and data about your market and your competitors.

We usually have a head-start here, because of the data we already have, but we've got all the expertise and experience that's needed to conduct new research among your clients and those of your competitors, in order to understand where your strengths and weaknesses lie, and what you need to do to stand out. The focus might be on your firm alone, but it might also be on how you can create competitive advantage over specific, named competitors.

You need to create better, more effective, thought leadership

Thought leadership has come to dominate the marketing activities of professional service firms, and with good cause: Our research with clients finds consistent evidence that good thought leadership matters to them, too. It helps them to do their job, to identify where world-class capability exists in these firms, and even to shortlist firms for projects.

How well does your thought leadership measure up? We can conduct in-depth reviews to assess quality in a sample of material that's either random or defined by you, from single pieces to entire bodies of work, on an ad-hoc or routine basis. We can also help you shape your approach to topics and understand what your competitors are doing, and can provide guidance about how to approach a specific piece of high-profile thought leadership.

We also recognise that good thought leadership doesn't happen by accident, but because you've put in place the right processes and engaged the interests and enthusiasm of your key subject matter experts. We help professional services firms create the foundations, organisational structure and processes for high-quality content. We can also run workshops that inspire your people and help make them more effective at creating thought leadership.

About Source

Source Global Research is a leading provider of information about the market for management consulting. Set up in 2007 with offices in London and Dubai, Source serves both consulting firms and their clients with expert analysis, research, and reporting. We draw not only on our extensive in-house experience but also on the breadth of our relationships with both suppliers and buyers. All of our work is underpinned by our core values of intelligence, integrity, efficiency, and transparency.

Source was founded by Fiona Czerniawska and Joy Burnford. Fiona is one of the world's leading experts on the consulting industry. She has written [numerous books](#) on the industry including: [The Intelligent Client](#) and *The Economist* books, [Business Consulting: A Guide to How it Works and How to Make it Work](#) and [Buying Professional Services](#).

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