

April 2019

The France Consulting Market in 2019

Market Trends Programme



Contents

1 France summary

Provides an at-a-glance view of the main trends in the market alongside key statistics.

Executive summary	3
France overview	5
Explore the data	9

2 The France market—what you need to know

Explores the key trends and topics that are front of mind for consulting firms in this market right now.

The end of the Macron honeymoon	10
A wild world	13
Digital transformation	15
A changing consulting model	20

3 Market data

Looks at growth, sizing, and forecast data split by sector, service, and consulting firm type, together with analyst insight about what's happening in the market.

Sectors	31
Services	62
Consulting firms	84

4 Forecast

A consultant and client view of what's likely to happen in the market in 2019 alongside a summary of forecast growth figures for 2019 by sector, service, and consulting firm type.

The consultant view	91
The client view	93
Client perceptions	98
Forecasts for 2019	100

5 About this report

Our report draws on five main sources:

- Our global data model with 9.7 million data points
- Our annual global client perception survey of senior end-users of consulting firms
- Our interviews with senior management consultants from a range of consulting firms
- Our interviews with senior clients of consulting firms across a range of sectors and functions
- Our in-depth desk research on the market

A detailed view of our methodology and more information about Source can be found below.

Methodology	103
Definitions of sectors and services	107
Contributors	109
About the authors	110
Programme schedule for 2019	111
Our custom work	112
About us	113

Client profiles

Innovation director, manufacturing sector	16
Marketing director, consumer packaged goods industry	41
Chief transformation officer, manufacturing sector	80
IT solutions director, business services industry	86
Head of strategy, digital, and innovation, retail sector	97

France overview

DIGITAL RISK DATA TALENT M&A GROWTH OPTIMISM REGULATION TRANSFORMATION REFORMS CYBERSECURITY CUSTOMER EXPERIENCE CAUTION EFFICIENCY

It was a very good year for France's management consultants, who saw revenues increase 6.9% in 2018 to reach a total value of €4,862m. Indeed, consultants tell us business confidence has been high and the need to digitise urgent, encouraging clients to take on new and bigger initiatives.

"The last year has been quite good for the France consulting market despite a bit of an economic slowdown. However, not every month was the same story: Some months were very busy with lots of requests, and others were quite slow. Many of our competitors were in the same mood."

Anne Bioulac, Roland Berger

"The strength of our business correlates to two factors: First is the growth of the economy as a whole. France had a good year in 2018 in that respect. Second is the complexity of the problems we are being asked to solve."

Hanna Moukanas, Oliver Wyman

"The stable global economic environment was a key reason for the strength of the market in 2018."

Olivier de Decker, Capco

Even better news for France's consultants is that 2018 seems to have had something for everyone. The consulting market saw growth in every sector and service line last year, with nearly all segments expanding more than 5%. Furthermore, all firm types saw robust growth in 2018: Even relatively slow-moving HR firms managed solid growth of 3.4%, an improvement on their 2017 performance.

"When I look across all the different areas of our consulting business, everything grew."

Nicolas Richard, KPMG

2018 was a great year following many years of good growth."

The France Consulting Market in 2019

“What we’re seeing is that all clients in all industries realise they need to change their approach and transform their business and ‘wisely pivot to the new’.

Cedric Vatie, Accenture

“We saw strong demand across all sectors last year. I don’t think one specific sector outshone the others because there was solid growth across the market.

Bertrand Baret, EY

Explore the data

All of the market size data in this report is available to explore online through our global data model portal. You are able to interact with the data in more detail and create custom views of the market to suit your needs.

You can access the data via our reports page, as seen below:



Our global data model is the biggest and most sophisticated model of the professional services industry available. It provides data on market size, growth rates, and forecasts across 29 industries, six service lines, 84 countries, and five firm types. It's the platform on which a growing number of professional services firms are basing their understanding of the market and their performance within it.

About this report

Methodology

Sources

Our report is based on quantitative and qualitative research of consulting firms in France. This includes the following:

Megamodel: our global data model

The quantitative data contained in this report focuses on consulting done by mid- and large-sized consulting firms (those with more than 50 consultants) and typically includes work they have carried out for mid- and large-sized clients—what we at Source call “big consulting”. It therefore reflects the “addressable” market for the majority of mid- and large-sized consulting firms; we don’t try to track the long, thin tail of work done by very small firms for very small clients, nor the contractor market, as most readers of this report would not seek or be able to compete with this part of the market. Our analysts work out the addressable size of the market through desk research, identifying the number of firms that meet our criteria, and extrapolating from that to reach a figure for the market as a whole.

Using this definition, we’ve built a bottom-up model of the global consulting market from the information we get from consulting firms and our own research, and we use it to size the industry and its growth rates. This is based on our global model which contains detailed data about almost 1,600 firms, plus higher-level estimates about a further 400,000 firms, all with more than 50 consultants apiece, in addition to comprehensive primary research carried out by Source analysts.

Please note that our 2017 baseline figures have changed a little since last year, as we have refined and implemented improvements to our research methods. We are happy to provide subscribers who bought last year’s report with a restated set of 2017 baseline figures should this be of interest.

We should emphasise that there are no standard sources of definitions of data within geographies let alone between them. We are, however, confident that the richness of our qualitative data, combined with Source’s unparalleled industry expertise, means that our analysis fairly and accurately reflects the state of the market.

Please note that we have refined and implemented improvements to our research methods for digital data, taking a bottom-up approach to firm-level data this year.

All figures given in this report are in euros. For reference, Source is using the following exchange rates in its reports this year:

US dollar to British pound	US\$1 = £0.75
US dollar to euro	US\$1 = €0.85

Client view

We interview senior end-users of consulting in France to help us to build up a rich picture of how trends in the consulting market are playing out within clients' organisations. Our conversations focus on the following areas:

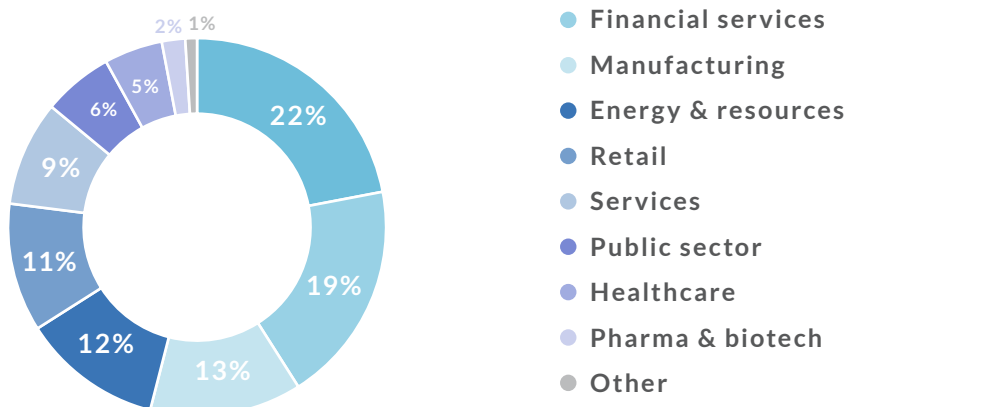
- What's driving change in their organisation
- How they are using consultants
- Factors that affect the way clients work with consulting firms
- What they value the most—and least—about working with consultants

We also carry out client surveys. We surveyed 487 senior clients of consulting firms across France. The majority (94%) work for private sector organisations, many of which are multinationals. The remaining 6% work in various public sector organisations. All work in organisations with over 250 employees.

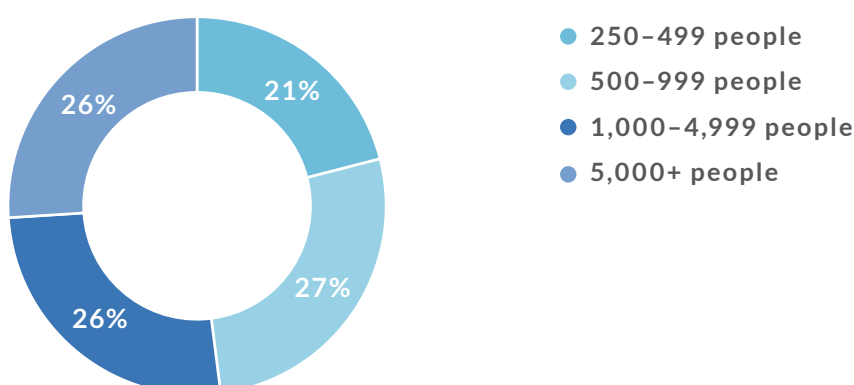
Our survey asks clients similar questions about how they buy consulting services. In particular, this report draws on how they expect their expenditure on consulting services to change over 2019 and into 2020, what initiatives they'll be working on, and how likely it is that those initiatives will drive consulting work. Their responses are just one of the factors that we take into account when forecasting future growth rates.

Figure 14

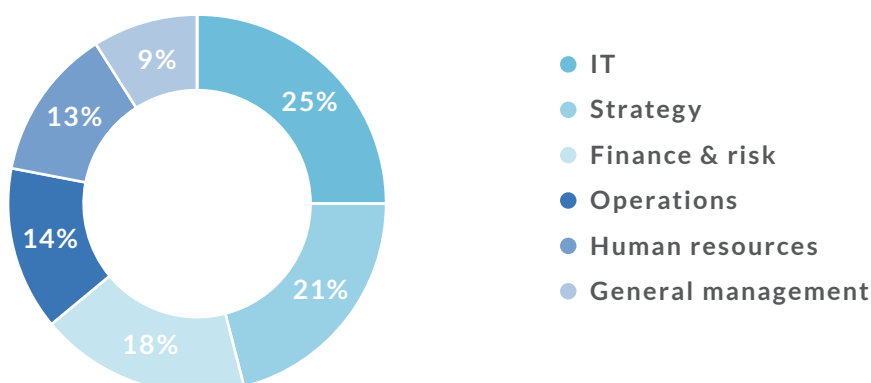
Respondents by sector


Figure 15

Respondents by organisation size


Figure 16

Respondents by function



Interviews with senior consultants

In addition to our quantitative research, we interviewed 20 very senior consultants (typically the most senior person in their country) from most of the leading consulting firms in the country and many smaller local specialists to understand more about how the consulting market is performing and what the major trends, changes, and challenges are. Throughout the year, Source analysts remain plugged into the global consulting market through our bespoke research and consulting projects, adding further depth to our understanding of the consulting industry.

In-depth desk research

We also conducted a thorough PEST analysis in France that drills down into finer macroeconomic details on a holistic and sector-by-sector basis and allows us to fit our research into a wider macroeconomic picture.

Definitions of sectors and services

Our definition of management consulting includes a broad range of business advisory services, but excludes:

- tax advisory
- audit
- the implementation of IT systems
- the delivery of outsourced/offshored services
- HR compensation/benefits administration and technology

Where mergers and acquisitions work is concerned, consulting on deals is included (under strategy), but corporate finance fees on deals themselves are generally not included, although it is not always straightforward to separate the two.

For more information about how we classify consulting services and sectors, please see “Definitions of sectors and services”.

Contributors

We are extremely grateful to all the people we spoke to for making this report possible. Below is a list of the individuals who have contributed from consulting firms (some consultants choose to remain anonymous).

Name	Job title	Firm
Kai Bandilla	Managing Partner France	Simon-Kucher & Partners
Bertrand Baret	Senior Partner – EY Consulting - Deputy Leader for WEM Region	EY
Vincent Le Bellac	Partner – Consulting Leader France & Francophone Africa	PwC
Anne Bioulac	Co-Managing Partner, Paris	Roland Berger
Olivier de Decker	Partner	Capco
Laurent Degabriel	Vice President	Cognizant
Romain Delavenne	Managing Director	Niji
Mathieu Dougados	Managing Director, France	Capgemini Invent
Bernard Drui	Managing Director, France	Protiviti
Pascal Gaston	Founding Director	Alenium Consultants
Raphael Gauducheau	Deputy General Manager	Alixio
Jean-Francois Laget	Partner	Argon Consulting
Patrick Leluc	Managing Partner	ORESIS
Reza Maghsoudnia	Strategic Development Director	Wavestone
Francois Marchessaux	Partner / Deputy Managing Director	Sopra Steria
Pierre Dominique Martin	Senior Vice President	CGI Business Consulting
Hanna Moukanas	Partner	Oliver Wyman
Nicolas Richard	Head of Consulting Services, KPMG France	KPMG
Arnaud Sergent	Head of Paris office and Co-Head of European Healthcare Services Practice	L.E.K. Consulting
Cedric Vatie	Managing Director for France and Benelux, Accenture Strategy	Accenture

About the authors

B.J. Richards

B.J. is the senior editor at Source and is responsible for ensuring consistency in quality, content, and tone across the core programme. She also writes a number of our core reports and participates in Source's market research. An accomplished writer and editor, B.J. has provided strategic communications for senior executives ranging from a US senator to presidents of Harvard University. She earned her juris doctorate from the University of Georgia and is a member of the Georgia bar.

Ashok Patel

Ashok is a writer and editor at Source, contributing to our Market Trends 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.

B.J. Richards

✉ bj.richards@sourceglobalresearch.com

Ashok Patel

✉ ashok.patel@sourceglobalresearch.com





Programme schedule for 2019

Reports 2019	Market Data and Analysis	Client and Brand Insights	Emerging Trends
January	Forecasts for 2019		
February	UK	UK Nordics GCC	
March	GCC Benelux Nordics	France Germany US	The Future of Pricing
April	France DACH Southern Europe	Energy & Resources Financial Services Healthcare Technology, Media & Telecoms	
May	US Eastern Europe & Russia		The Value Problem
June	Canada	Global Perceptions of Audit Firms Global Perceptions of Risk Firms Global Perceptions of Tax Firms	
July	South America Australia		
August	Africa Risk		The Make-Buy Decision
September	India Energy & Resources Planning for Growth in 2020	Talent Attractiveness in 2019	
October	Financial Services China South East Asia		
November	Japan Healthcare Technology, Media & Telecoms		The Future of Delivery
December	Tax		

White Space

A powerful research tool that allows subscribers to keep up to date with the latest content being produced and maximise their return on investment. A series of reports that analyse the quality and effectiveness of thought leadership are published throughout the year.

Our custom work

We provide advice and custom research services to the world's most successful professional services firms, helping them to identify, and develop strategic responses to, their most pressing opportunities and challenges.

Among other things, our work includes:

- Deep market and competitor analysis
- Acquisition strategy
- Proposition strategy and development
- Brand and client sentiment analysis
- Thought leadership strategy, development, and review

For more information about any of these, please visit our website or get in touch.

Source Global Research is a leading provider of information about the market for professional services.

Set up in 2007, Source serves the professional services industry 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 Information Services Ltd
20 Little Britain | London | EC1A 7DH
UK +44 (0)20 3478 1207
US +1 800 767 8058
info@sourceglobalresearch.com
www.sourceglobalresearch.com

© Source Information Services Ltd 2019

Source Information Services Ltd and its agents have used their best efforts in collecting the information published in this report. Source Information Services Ltd does not assume, and hereby disclaims, any liability for any loss or damage caused by errors or omissions in this report, whether such errors or omissions result from negligence, accident, or other causes.