

The Eastern Europe & Russia Consulting Market in 2019

Market Trends Programme



Contents

1 Eastern Europe & Russia summary

Explore the data

2 Regional overview

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

Largest markets

Rest of the region

Key drivers of growth 1: A digital market divided

Key drivers of growth 2: A consulting model evolving

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

Services

Digital

Consulting firms

4 Forecast

A consultant 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

Forecasts for 2019

5 About this report

Our report draws on three main sources:

- Our global data model with 9.7 million data points
- Our interviews with senior management consultants from a range of consulting firms
- Our in-depth desk research on the market

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

Methodology

Definitions of sectors and services

Contributors

About the author

Programme schedule for 2019

Our custom work

About us

Eastern Europe & Russia summary

ECONOMY PRICING
STRATEGY TECHNOLOGY
TALENT UNCERTAINTY EFFICIENCY POSITIVE NEARSHORING
REGULATION
DIGITAL GROWTH

Consulting
market size
2018*

€1,917m

Growth
2018

6.8%

*Note that these figures refer to what we call the “big consulting” market only (consulting done by firms with more than 50 consultants globally and for clients with revenues in excess of about US\$500m). We estimate that this represents 65% of the Eastern Europe & Russia market, making the entire Eastern Europe & Russia market worth €2,949m. All figures from here onwards in our report refer to the “big consulting” market only.

[EXPLORE THE DATA](#)

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.

[EXPLORE THE DATA](#)

About this report

Methodology

Sources

Our report is based on quantitative and qualitative research of consulting firms in Eastern Europe & Russia. 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

Interviews with senior consultants

In addition to our quantitative research, we interviewed six very senior consultants (typically the most senior person in their country) from most of the leading consulting firms in the region and 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 Eastern Europe & Russia 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
Iwona Kozera	Advisory Leader for Central and Southeast Europe	EY
Andrzej Lachowski	Partner - Deloitte Poland	Deloitte
Mikhail Magrilov	Advisory Leader and Partner, PwC Russia	PwC (inc Strategy&)
Jiri Moser	Partner	PwC (inc Strategy&)
Alexei Romanenko	Partner	KPMG
Leszek Wronski	Managing Partner, Advisory	KPMG

About the author

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.



Ashok Patel

[ashok.patel](mailto:ashok.patel@sourceglobalresearch.com)
[@sourceglobalresearch.com](mailto: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.