EXTRACT

SOURCE GLOBAL RESEARCH

# The Eastern Europe & Russia Consulting Market in 2019

Market Trends Programme



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

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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**
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## 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.

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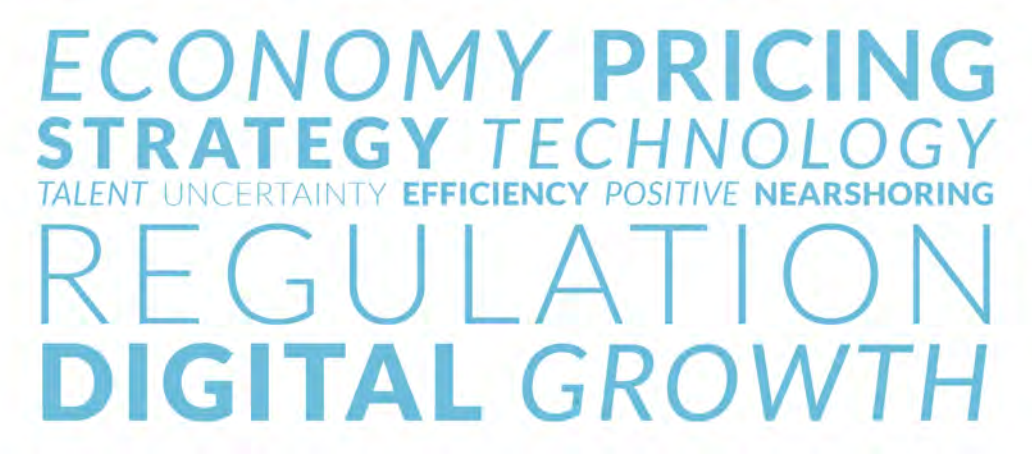


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# Eastern Europe & Russia summary




| Consulting market size 2018* | Growth 2018 |
|---|---|
| €1,917m | 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.

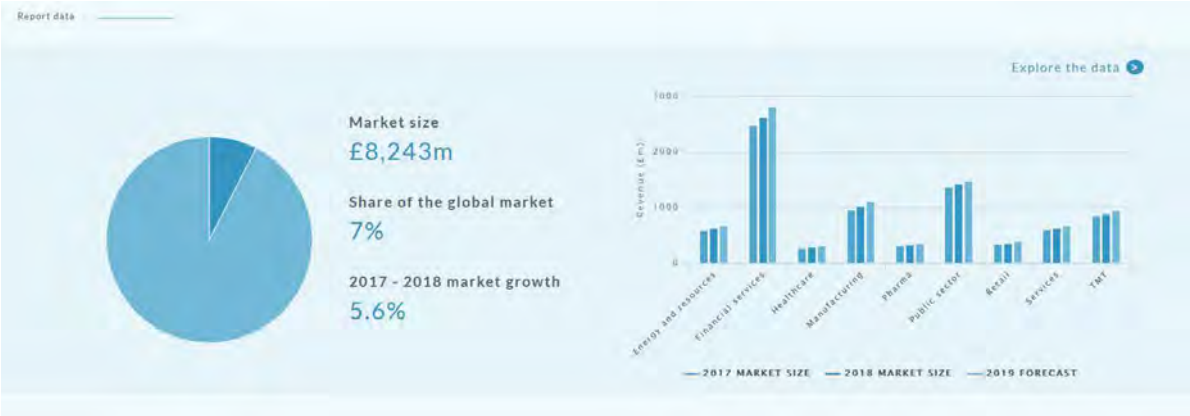
EXPLORE THE DATA

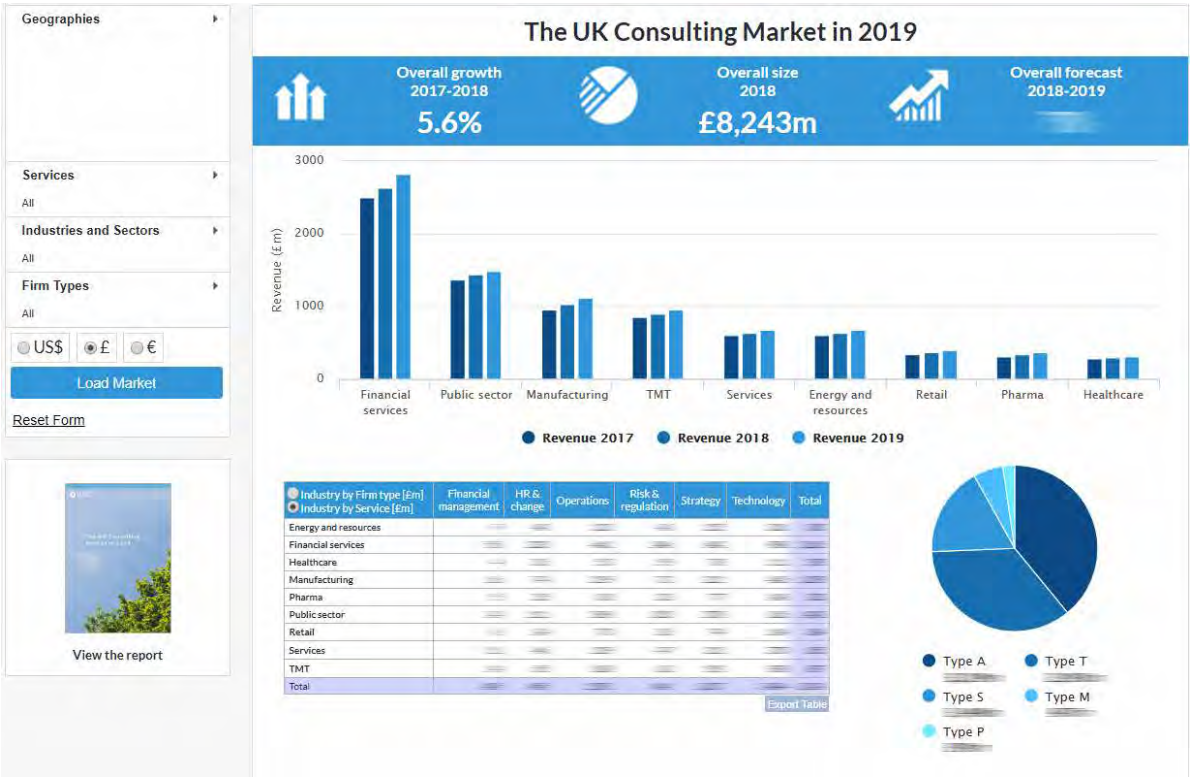

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# Explore the data

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


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# 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** |


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### 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".


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# 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.




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# Programme schedule for 2019

| Reports 2019 | Market Data and Analysis | Client and Brand Insights | Emerging Trends |
|---|---|---|---|
| JANUARY | Forecasts for 2019 | | |
| FEBRUARY | UK | UK<br>Nordics<br>GCC | |
| MARCH | GCC<br>Benelux<br>Nordics | France<br>Germany<br>US | The Future of Pricing |
| APRIL | France<br>DACH<br>Southern Europe | Energy & Resources<br>Financial Services<br>Healthcare<br>Technology, Media & Telecoms | |
| MAY | US<br>Eastern Europe & Russia | | The Value Problem |
| JUNE | Canada | Global Perceptions of Audit Firms<br>Global Perceptions of Risk Firms<br>Global Perceptions of Tax Firms | |
| JULY | South America<br>Australia | | |
| AUGUST | Africa<br>Risk | | The Make-Buy Decision |
| SEPTEMBER | India<br>Energy & Resources<br>Planning for Growth in 2020 | Talent Attractiveness in 2019 | |
| OCTOBER | Financial Services<br>China<br>South East Asia | | |
| NOVEMBER | Japan<br>Healthcare<br>Technology, Media & Telecoms | | The Future of Delivery |
| DECEMBER | Tax | | |

| | |
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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.

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About us

## 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.

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