

EXTRACT



July 2020

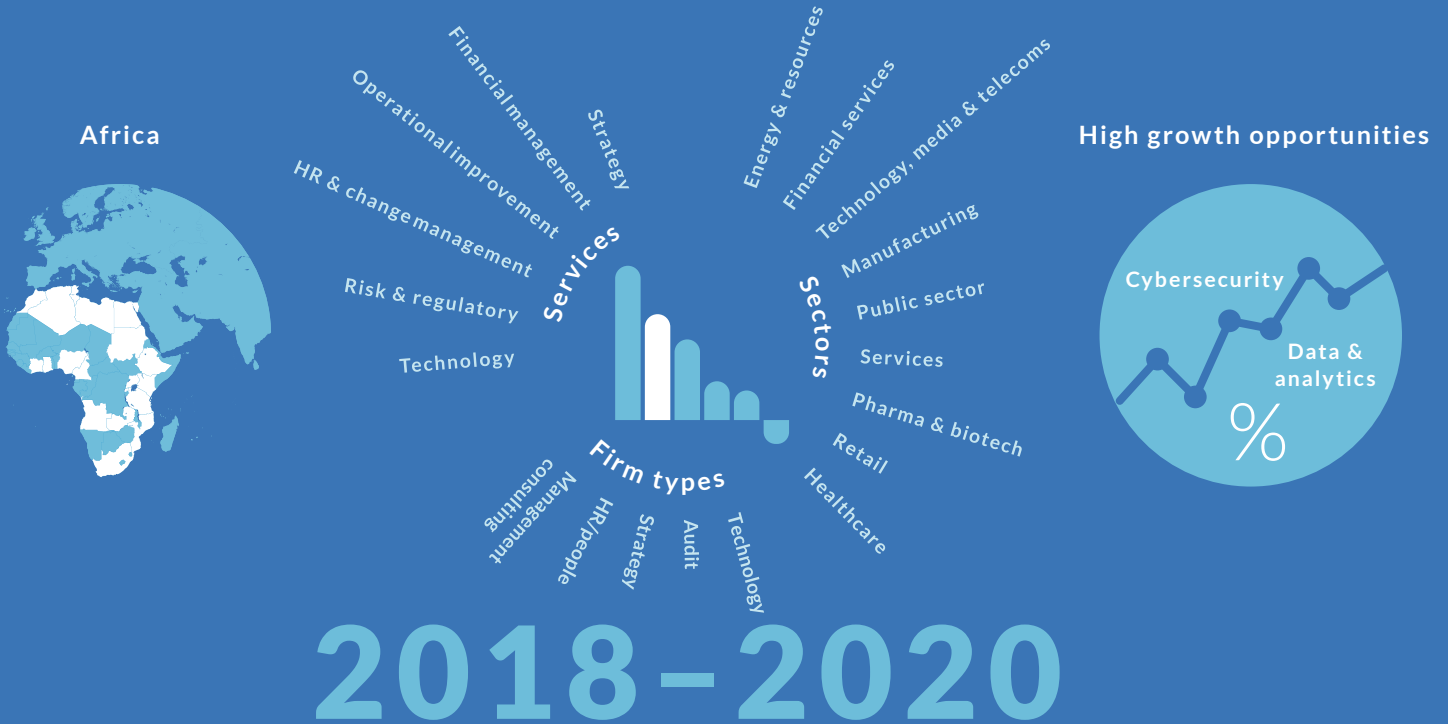
The Africa Consulting Market in 2020

Market Trends Programme



What's included in this report

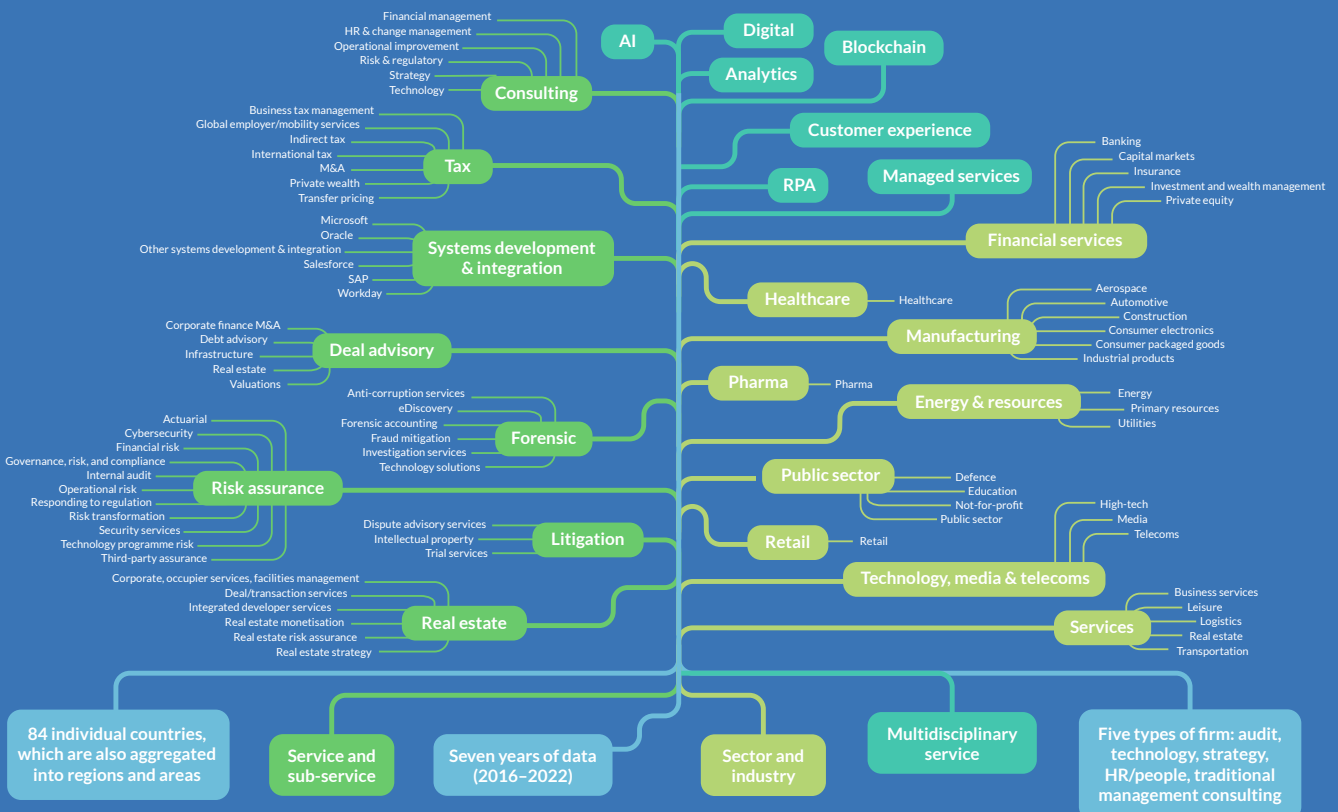
Our reports offer a wealth of market sizing, growth, and forecast data alongside engaging, in-depth analysis of the trends that matter.



2018-2020

What else we cover

Our highly flexible, multidimensional model provides firms with robust, trusted data to make informed decisions about strategic investments and plan for the future.





How we can help your firm to deal with what's happening now and prepare for what comes next

Even before COVID-19, the professional services industry was entering a period of change the likes of which it had never experienced. But the pace of that change is now being accelerated, as firms respond to the crisis and reimagine their future in a changed world. We're working side by side with them, using our experience, data, and deep sector knowledge to help them create effective strategies for extraordinary times.



Real-time forecasting

Since mid-March, we've been supplementing our unique model of the global professional services sector with data collected from hundreds of consulting firms around the world. Our weekly updates have become the industry's satnav, providing up-to-date estimates of the likely impact of the crisis by region, sector, and service, which change as the market changes, helping consulting firms to adjust their strategy accordingly. But this publicly available data is for the market as a whole, and every firm faces a unique set of challenges. As you plan for the next 12-18 months, we can provide forecast data that's tailored to your business.



Immediate market feedback

One of the biggest challenges facing consulting firms is uncertainty: How has client behaviour changed as a result of the crisis? Whether we're leveraging our own research carried out over the previous few weeks, or undertaking custom research around your services and markets, we can provide you with quantitative and qualitative feedback very quickly, enabling you to take quick and informed decisions.



Client-led propositions

Past crises have shown that the speed with which a consulting firm adapts its services will determine its resilience—and that's truer than ever in the current environment, when clients' expectations around what's possible have radically shifted. They're looking to consulting firms to deliver better, faster solutions—and consulting firms will need to respond by being more precise about where they can add tangible value and more compelling in the way they articulate this. We've worked with many firms over the last decade helping them test their ideas with clients.

About us



– **We're nerds:** We take a data-driven approach to helping firms take investment decisions. Since we started, we've invested millions in sophisticated, proprietary research techniques that give us unique insights into current and future trends.



– **We're experts:** We've been focusing exclusively on the professional services sector for more than a decade, and we keep our knowledge up to date by interviewing hundreds of senior partners in professional services firms around the world each year.



– **We're future-focused:** We undertake the largest regular quantitative surveys of the professional services sector anywhere in the world, and we're constantly talking to professional services firms' clients in order to understand how changes in their behaviour will reshape the industry in the future.



– **We're independent:** Our analysis and recommendations are derived from our data and experience. We don't recommend firms to clients, and we will never tell you what you want to hear just because you've paid us.



– **We're obsessed with value:** Our information and insights have underpinned some of the most strategic investment decisions made by professional services firms. That's because we know that, if we're going to have an impact, how we communicate is as important as what we communicate.



– **We're easy to work with:** We'll work with you as you want, whether that's providing you with off-the-shelf data or multi-country custom research. Because we want our work to add value, we charge for what you need. We don't run a meter and we don't have complicated licensing that limits who can read our material.



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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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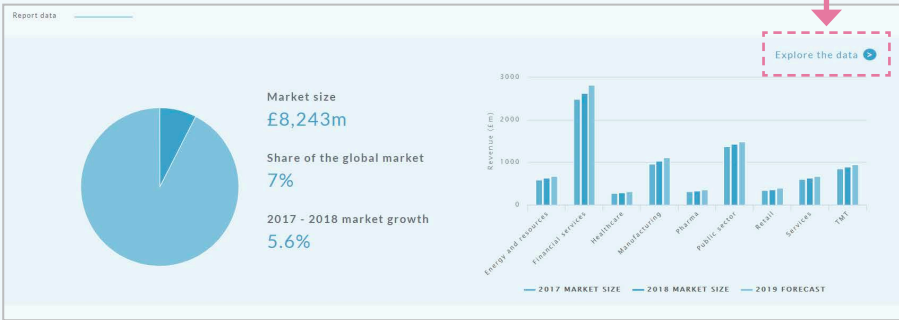
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Explore the data

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, 12 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.



Introduction

The COVID-19 pandemic has changed our lives, our communities, the global economy, and the consulting market, and its impact is likely to be felt for some considerable time to come. Against this backdrop, we wanted to develop a report that is as useful as possible in understanding the immediate impacts of the crisis while helping firms navigate a way forward.

Once the recovery starts, clients' needs will be dictated by the needs that were already there, coloured by recent events. Therefore, understanding both the situation before the crisis and the things that are changing right now will be essential for firms to support clients through the recovery. With this in mind, this report includes the following:

- Analysis of the consulting market in 2019, including key trends and analysis of demand by sector and service
- Insights from firms around demand drivers in 2019 and how this is being reshaped in 2020, as well as how they are organising themselves and approaching the market
- A link to our latest forecasts for 2020

Recognising how quickly the consulting market is changing in 2020 as it is reshaped by the pressures of COVID-19, we will also provide subscribers with regular, monthly updates during the second half of the year. These will include our latest thinking about the impacts of the crisis, together with global forecasts split by region and accompanied by high-level commentary.

We have drawn on key data sources in order to develop our analysis:

- 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 this 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.
- We're very grateful for the input of a wide range of firms, who are helping us assess the impact of COVID-19 on the market by providing up-to-the-minute information that we are using on an ongoing basis to adjust our existing model of the industry.

For our latest global analysis of the effect of the COVID-19 pandemic on the consulting market, please [click here](#).





The Africa consulting market in 2019

Overview

After a challenging 2017 and a recovery in fortunes in 2018, Africa's consultants had an even better time last year. While there were still plenty of ups and downs, overall demand continued to accelerate with revenues across the continent as a whole rising 9.2% to total US\$2,719m in 2019.

The continued recovery of South Africa's consulting market played a key role in creating a solid foundation for growth: Despite recessionary concerns, companies became more eager to engage with consultants, particularly later in the year. As a result, demand in the wider southern Africa region grew by 3.6% last year, up from 2.8% the previous year, with strong demand also being generated by the small but growing markets in Angola, Mozambique, and Zambia.

Northern and sub-Saharan Africa remained the continent's fastest-growing consulting markets, and by some margin. Demand for consultants was buoyed by continued government reforms across both regions, with an emphasis on the modernisation of public services in addition to rooting out corruption. Economic diversification has also benefited firms across both regions with a rise in FDI-related opportunities and a growing eagerness on the part of overseas companies to tap into the expanding, and increasingly affluent, middle class. The growing maturity of domestic clients was also a boon for consultants, with local players seeking support in the front and back office as they looked to grow their businesses at home and increasingly explored opportunities to expand into other countries—most often elsewhere in northern and sub-Saharan Africa.

Digital transformation continued to generate new opportunities for firms across the continent, with many clients recognising that they lagged behind their peers in other markets. Clients remained eager to explore the best digital tools to transform old industries, and there was also a groundswell of demand from digitally native clients, including fintechs and digital media platforms. Growing maturity in clients' digital mindsets led them to turn to consultants in increasing numbers, not just to devise digital strategies but to implement them too. Leapfrogging remains a staple of digital consulting work across the continent, with clients in sub-Saharan Africa particularly eager to look to the latest technologies in their efforts to expand their operations and boost their cross-border reach. Indeed, in many cases it is not clients' ambitions but rather infrastructure constraints that are the key limiting factor in the growth of digitisation across Africa, but with many governments seeing connectivity as key to economic growth and diversification, even this barrier is starting to be eroded, albeit at a slower pace than many clients, and consultants, would like.



Segmentation classification of consulting firms

Type M: Management consulting only

Type S: Consulting on strategic decisions and operations alongside M&A-related work

Type A: Consulting alongside audit, tax, and corporate finance services

Type P: Consulting on people-related issues, but also investment advice, risk management, and in some cases, HR outsourcing and HR package implementation

Type T: Firms that either specialise in technology or combine technology, outsourcing, and consulting

Data & analytics—our definition

The rise of “big” data and analytics has been one of the defining trends in consulting and the wider professional services market over recent years. While much work is still focused on the basics—basic data management and the gathering and integration of data into coherent storage spaces—growth has been highest in advanced analytics (which goes beyond simple mathematical calculations to use mathematical and statistical formulas and algorithms to generate new information, to recognise patterns, and also to predict outcomes and their respective probabilities), data visualisation, and business intelligence.

Cybersecurity—our definition

Cybersecurity is one of the genuine “blockbuster” consulting services of recent years, fuelled by widespread public and board-level concern. Moreover, as new threats emerge, this is a market that's constantly evolving. Our definition of cybersecurity includes strategic advice around systems design, attack prevention, and response; securing systems, networks, and users through firewalls, endpoint security, multi-factor authentication, etc.; business continuity and crisis management during and after a cyberattack; and testing a computer system, network, or web application to find security vulnerabilities that an attacker could exploit.



Contributors

We are extremely grateful to all the people we spoke to for making this report possible. Below is a list of individuals who have contributed (excluding those consultants who wished to remain anonymous).

Name	Job title	Organisation
Adam Craker	CEO	IQbusiness
Lindani Dhlamini	CEO	SkX Protiviti
Dr Hesham Dinana	Vice President & Managing Director	EFESO
Emmanuel de Dinechin	Partner	Altai Consulting
Jean-Philippe Duval	Partner Public Sector & Space	PwC
Jonathan Holmes	Managing Director Middle East	Korn Ferry
Bisi Lamikanra	Head of Nigerian Advisory Practice	KPMG
Ahmed Moharram	Principal	LOGIC Management Consulting
Dr Pradeep K Mukherji	President & Managing Partner	Avasant
Tara O'Connor	Executive Director	Africa Risk Consulting
Mark O'Flaherty	Consulting Leader	PwC
Malcolm Pannell	Country Chair South Africa	Korn Ferry
Neresh Pather	Director/General Manager Africa	Mott MacDonald
Bridy Paxton	Africa Lead	Marsh Risk Consulting
Mohamed Radwan	Managing Director	Platinum Partners
Mongi Ben Tkhatat	Founder and Managing Partner	AMEF Consulting



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 2020

Reports 2020	Market Data & Analysis	Client & Brand Insights	Emerging Trends
January			
February	Forecasts for 2020 UK	UK	
March	GCC Benelux	GCC Nordics	The Future of Account Management
April	Nordics	Germany	
May	DACH France Southern Europe US	US France	
June	Eastern Europe & Russia Canada Australia India South America Japan South East Asia China	Financial Services Technology, Media & Telecoms	Sustainable Futures: Building Resilient Businesses
July	Mexico Africa Global Risk & Cybersecurity Services	Energy & Resources Healthcare	
August	Global Tax Advisory	Perceptions of Risk Firms Perceptions of Tax Firms	
September	Energy & Resources Planning for Growth in 2021	Perceptions of Audit Firms	Sustainable Futures: A Climate Transformed
October	Financial Services		
November	Healthcare Technology, Media & Telecoms		The Consultant of Tomorrow
December			

Please note that with the purchase of all country Market Data & Analysis reports in 2020, you will also gain access to monthly updates regarding the impact COVID-19 is having on the consulting industry more widely.

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 and content 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.

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