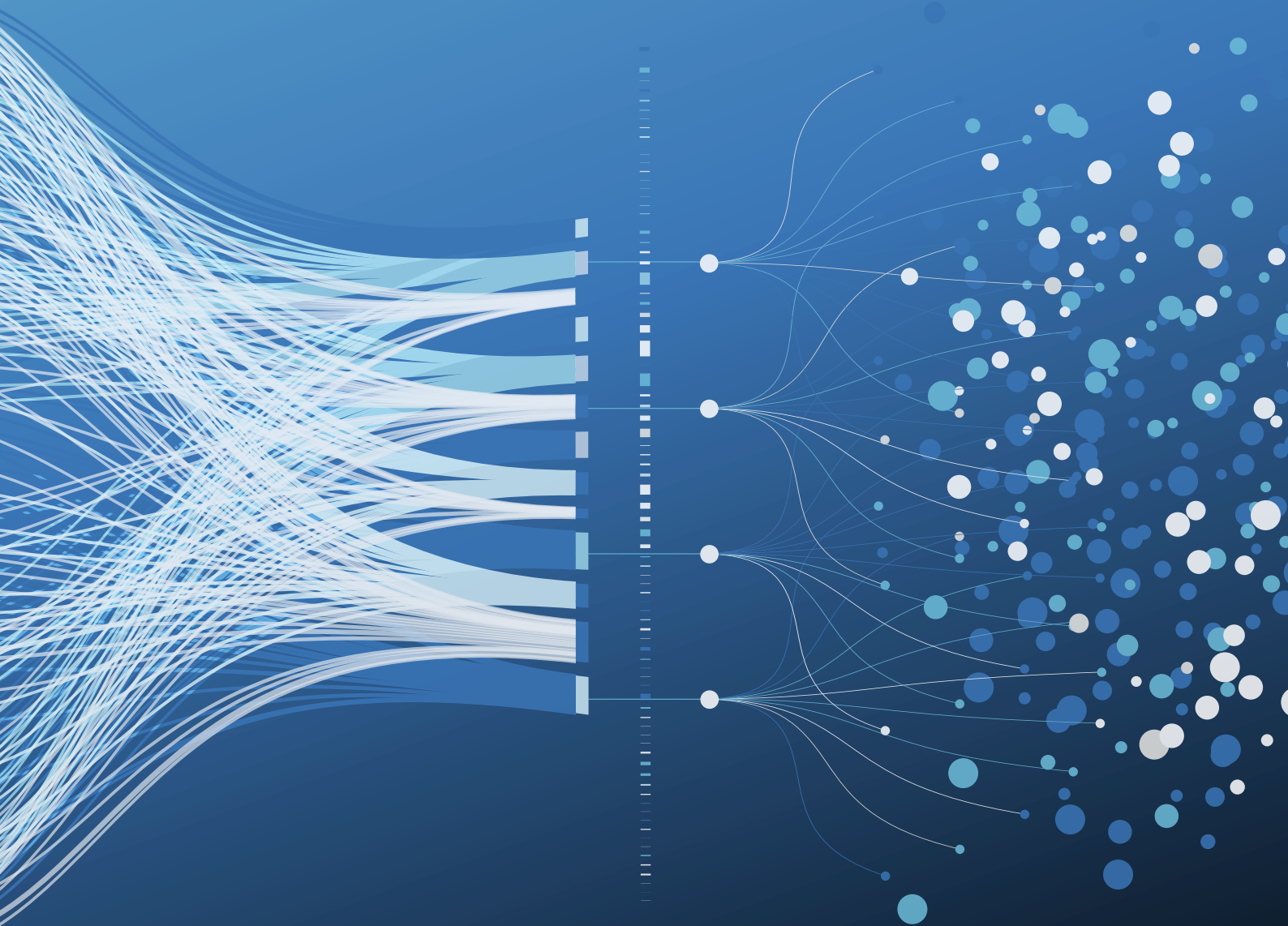


# The France Consulting Market in 2021

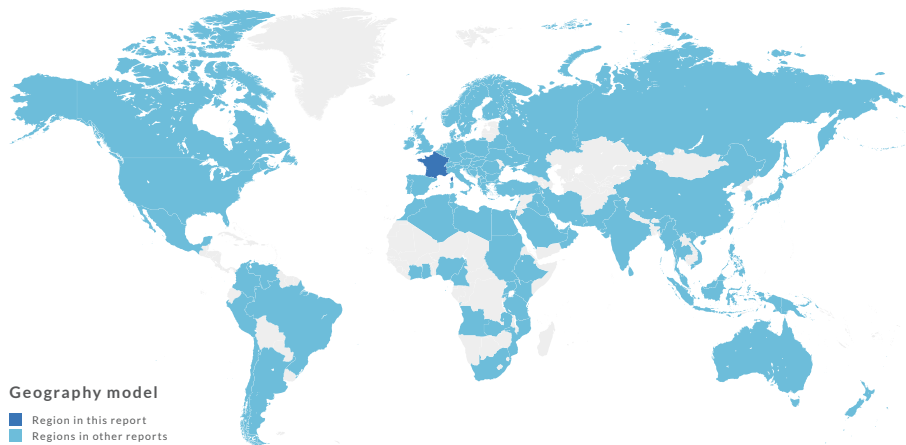
Market Trends Programme





# What's included in this report

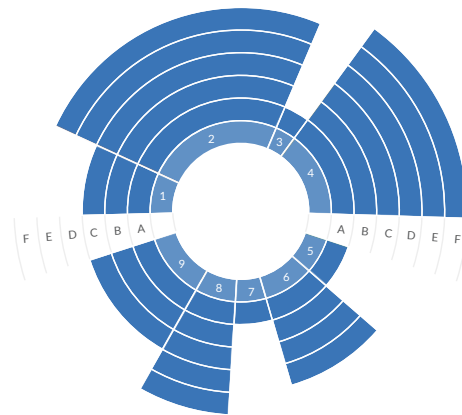
Our reports offer a wealth of market sizing, growth, and forecast data alongside engaging, in-depth analysis of the trends that matter. Using our highly flexible, multidimensional model we provide firms with robust, trusted data to make informed decisions about strategic investments and plan for the future.



Geography model

■ Region in this report  
■ Regions in other reports

Albania	Canada	Germany	Kenya	North Macedonia	Saudi Arabia	Tanzania
Algeria	Chile	Ghana	Kuwait	Norway	Serbia	Thailand
Angola	China	Greece	Lebanon	Oman	Singapore	Tunisia
Argentina	Colombia	Hong Kong	Libya	Pakistan	Slovakia	Turkey
Australia	Côte d'Ivoire	Hungary	Luxembourg	Papua New Guinea	Slovenia	UAE
Austria	Croatia	India	Malaysia	Peru	South Africa	Uganda
Bahrain	Cyprus	Indonesia	Mexico	Philippines	South Korea	Ukraine
Belarus	Czech Republic	Iran	Morocco	Poland	Spain	United Kingdom
Belgium	Denmark	Iraq	Mozambique	Portugal	Sri Lanka	United States
Bosnia	Egypt	Ireland	Myanmar	Qatar	Sudan	Venezuela
Brazil	Ethiopia	Israel	Netherlands	Romania	Sweden	Vietnam
Bulgaria	Finland	Italy	New Zealand	Russia	Switzerland	Zambia
Cameroon	France	Japan	Nigeria	Rwanda	Taiwan	

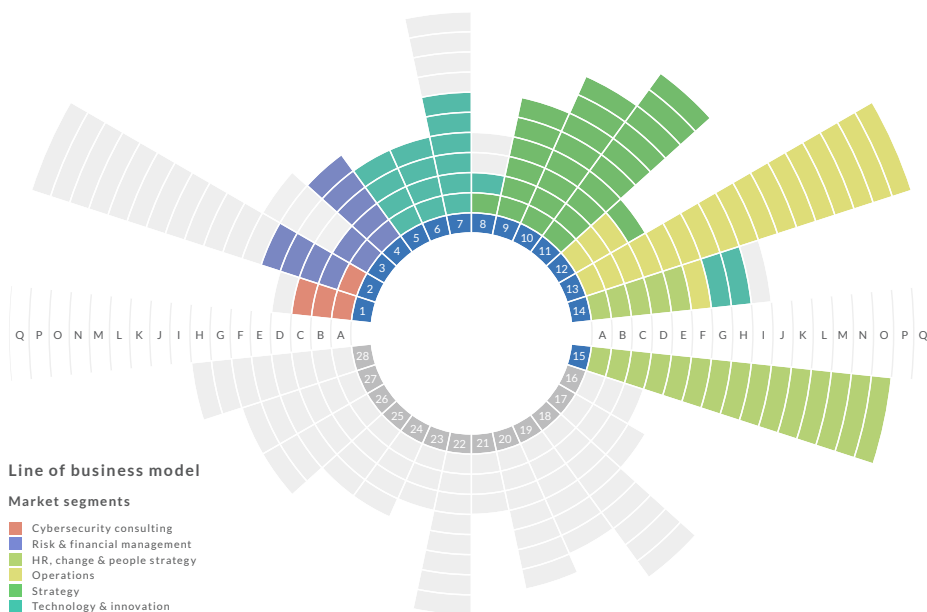


Sector model

Sectors
1 Energy & resources
2 Financial services
3 Healthcare
4 Manufacturing
5 Pharma & biotech
6 Public sector
7 Retail
8 Services
9 Technology, media & telecoms

Sub-sectors

1 A Energy
1 B Primary resources
1 C Utilities
2 A Banking
2 B Capital markets
2 C Insurance
2 D Investment and wealth management
2 E Private equity
3 A Healthcare
4 A Aerospace
4 B Automotive
4 C Construction
4 D Consumer electronics
4 E Consumer packaged goods
4 F Industrial products
5 A Pharma
6 A Defence
6 B Education
6 C Not-for-profit
6 D Public sector
7 A Retail
8 A Business services
8 B Leisure
8 C Logistics
8 D Real estate
8 E Transportation
9 A High-tech
9 B Media
9 C Telecoms



Line of business model

Market segments

■ Cybersecurity consulting  
■ Risk & financial management  
■ HR, change & people strategy  
■ Operations  
■ Strategy  
■ Technology & innovation

Line of business

1 Cybersecurity
2 Risk
3 Forensic
4 Financial management
5 Design & UX
6 Innovation
7 Technology
8 Data & analytics
9 Research
10 Deals
11 Strategy
12 Real estate
13 Operations
14 Sustainability
15 HR & change
16 Architecture
17 Audit & assurance
18 Business process outsourcing
19 Civil engineering
20 Legal
21 Litigation
22 Marketing & creative
23 Network engineering
24 Product engineering & R&D
25 Recruitment
26 Software engineering
27 System integration
28 Tax

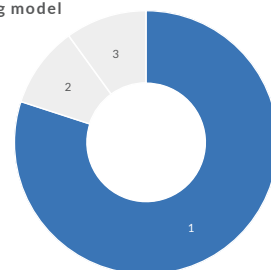
Capabilities

1 A Cybersecurity advice
1 B Cybersecurity incident response
1 C Penetration testing & wargaming
2 A Technology & security risk services
2 B Operational risk
2 C Programme risk
2 D Responding to regulation
2 E Risk management
3 A eDiscovery
3 B Forensic accounting
4 A Budgeting/financial planning process
4 B Debt advisory
4 C Finance function
4 D Financial restructuring & insolvency
5 A Corporate identity
5 B Customer journey & UX benchmarking
5 C Graphic & UI design
5 D UX & service design
6 A Ideation
6 B Innovation management
6 C Innovation strategy
6 D Strategies for growth from innovation
7 A Cloud advice
7 B ERP consulting
7 C IT strategy, planning & review
7 D IT training
7 E Programme management
7 F Vendor selection
8 A Advanced analytics
8 B Data visualisation, business intelligence & semantic layer
9 A Customer feedback
9 B Customer segmentation
9 C Employee feedback
9 D Environmental & social impact research
9 E Macro/microeconomic research
9 F Market research
10 A Capital allocation strategy
10 B Commercial due diligence & valuation
10 C Financial due diligence
10 D M&A transaction strategy
10 E Operational due diligence
10 F Portfolio & investment strategy
10 G Public-private partnerships
10 H Technology due diligence
11 A Business & financial modelling
11 B Category management
11 C Channel management
11 D Corporate recovery & turnaround
11 E Corporate restructuring
11 F Corporate strategy

11 G Market analysis & strategy
11 H Policy formulation
11 I Pricing
11 J Strategic sourcing/offshoring services
12 A Corporate, occupier services & facilities management
12 B Integrated real estate developer services
12 C Real estate deal/transaction services
12 D Real estate strategy
13 A Benchmarking
13 B Business continuity & recovery
13 C Cost cutting
13 D Customer service
13 E DevOps
13 F Distribution strategy
13 G Lean & Six Sigma
13 H Operational review
13 I Outsourcing advice
13 J Post-M&A integration
13 K Process design, re-engineering & automation
13 L Procurement/purchasing
13 M Property & estate management
13 N Sales & distribution planning
13 O Sales force effectiveness
13 P Supply chain management
13 Q Target operating model

The revenue-earning model

1 Consulting  
2 Managed service  
3 Other (contingent fees, software licensing, associate networks)





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## The client perspective

What clients tell us about their plans for the year—and where they'll be asking consultants for help.

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## The France consulting market in 2021

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## About this report

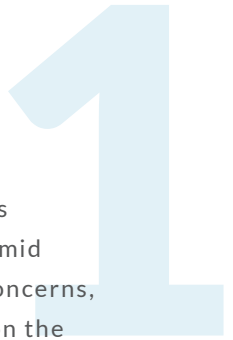
Our report draws on four main sources:

- Our Global Data Model covering the professional services market
- 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 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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5



# The France consulting market in 2020

After experiencing 6 to 7% growth in 2018 and 2019, France's consultants went into 2020 with an air of slight trepidation amid growing signs that macroeconomic challenges, geopolitical concerns, and domestic sociopolitical tensions were starting to weigh on the market and affect clients' ability or willingness to spend. While those concerns weren't immediately realised, as digitisation, sustainability, and growth remained on clients' agendas in the first months of the year, March saw the pandemic sweep into the country, bringing death, disease, lockdown, and a dramatic decline in consulting spend. As a result, consulting revenues in France fell 10.8% in 2020.

The second quarter was particularly challenging for consultants as clients put existing projects on hold and delayed or scuttled new projects. The work that was in play in the early days focused on survival and the shift to remote working amid an expectation, or perhaps hope, that the pandemic would last mere weeks, rather than months and years. As the realities of the pandemic came into sharper focus, and clients sought to ensure their survival and ease into the norms of remote working, things started to pick back up for consultants. Where the second quarter saw the flow of work slow dramatically, summer and autumn saw demand start to slowly trickle back. By the end of the year, there was a veritable torrent of work flowing in consultants' direction as clients of all stripes started to look with optimism to 2021 and to the possibility of a rapid post-pandemic bounce back.

Pharma & biotech ruled the roost when it came to growth last year, with consulting revenues up 12.7%. Digitisation expertise was in very high demand as pharma clients explored how automation and machine learning could speed up and improve R&D. The digitisation of the sales function and back-office operations was also given even greater impetus as the pandemic forced companies to move more of their operations into the cloud and implement remote working solutions.

The small healthcare market also proved to be among the more resilient sectors for consultants as providers sought support dealing with the immediate crisis and shortages of capacity, equipment, and other resources. Longer-term opportunities were also generated as the year progressed amid a push to expand domestic equipment manufacturing and the local supply chains needed to serve it. Opportunities were also generated by providers' need to improve ties with third parties, particularly in pharma.

The second quarter was particularly challenging for consultants as clients put existing projects on hold and delayed or scuttled new projects.



## 2

## The client perspective

### The pandemic continues to shape clients' priorities

Details of our survey methodology are [here](#).

Please note that we had a relatively small number of respondents from the pharma & biotech, and public sectors. We included data from these sectors in the charts in this section as a point of comparison, but it should be regarded as directional only.

Our sample was split fifty-fifty between organisations with 5,000+ employees and those with between 1,000 and 4,999 employees. For clarity, throughout this report we refer to these as large and upper-mid-tier organisations.

From time to time in this section, we make comparisons between the feedback from French clients and that from the UK and the Nordics. At this early stage of the year, we've not yet completed our research across all the major European markets, but we still thought it was useful here to draw attention to some key differences. Our monthly updates will provide broader comparisons as we complete our research between now and the summer.

#### It's not over yet...

As we're writing this at a time when France has just entered a renewed lockdown, it's clear that the social and economic devastation caused by the pandemic is not over yet. That will create challenges—but ultimately also opportunities—for consulting firms in 2021-22.

Fifty-four percent of the organisations we surveyed for this report were negatively impacted by the crisis, a less depressing picture than a survey of the UK consulting market we carried out earlier this year (in which 67% of organisations said they'd been badly hit) but more depressing than our Nordics survey (only 36% of organisations in the Nordics said this). The sector picture in France was similar to that in the UK: Worst hit were energy & resources, services, and retail; least badly hit was pharma (although it's worth bearing in mind that our sample size for the latter was very small). The all-important financial services sector came out around the middle of the pack.

Thirty percent of organisations said the impact of the crisis was positive, which doesn't necessarily indicate that they saw revenues rise. Although 37% did attribute their relative success to increased demand for their products and services, more prevalent reasons were that organisations found they could implement change more rapidly (43% said this) or that suppliers had been more flexible (40%); 33% said they received financial support from the government. Among those who fared poorly, cash flow problems were the most cited issue: 76% of clients said this was a reason why they were negatively impacted, with both large and mid-sized companies being affected.



Figure 4

## The reasons given for COVID having had a positive impact

Note: Respondents were asked to select all the statements they agreed with

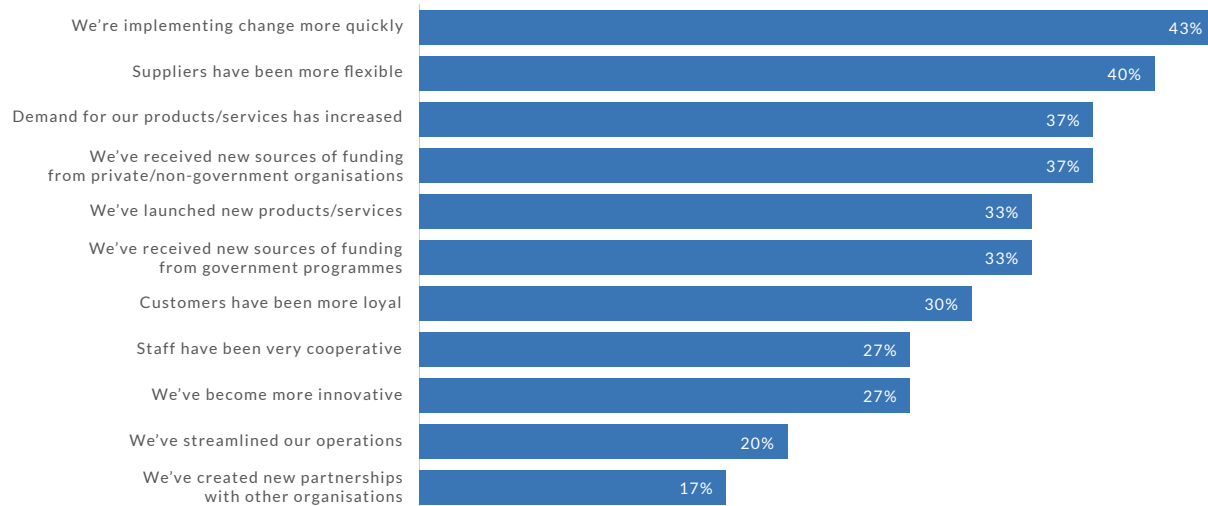
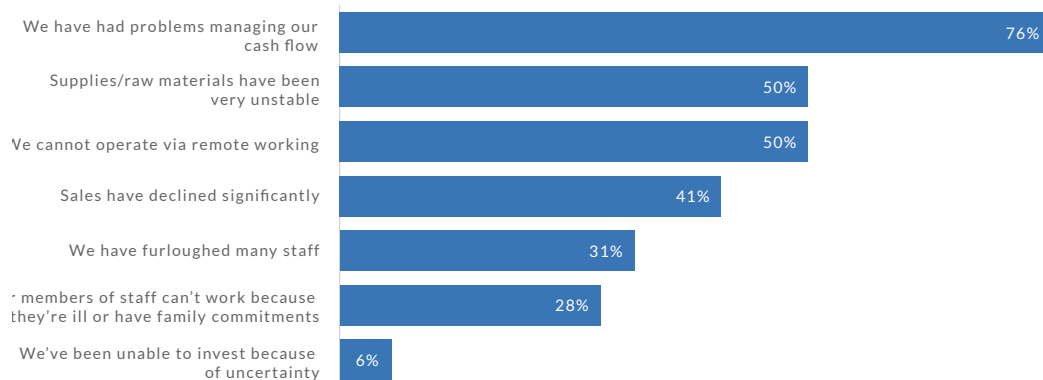


Figure 5

## The reasons given for COVID having had a negative impact

Note: Respondents were asked to select all the statements they agreed with





# 3

## — Insights from consultants

### Interviews with consulting leaders

At Source, we have always believed that the only way to truly understand a consulting market is to have real conversations with the consultants who are on the ground working in that market, serving their clients day in and day out. Below, you'll find condensed versions of our most recent discussions with France's consultants, as they reflect on 2020, tell us how the previously unimaginable events of last year are reshaping the market, and in the case of a few brave souls, venture a guess as to what comes next.





## Christophe Angoulvant, Senior Partner, Roland Berger

### How would you characterise the overall performance of the France consulting market in 2020?

The level of client demand in 2020 was definitely down compared to the year before. Historically, the consulting market has always tracked GDP fairly closely, so the economic shock of COVID had a significant impact on the market. The data I've seen suggests that the overall consulting market in France shrank by 10-12%.

COVID's impact on consulting demand wasn't evenly distributed through the year. The first period of lockdown—in April and May—had a big impact, certainly. But after that, the market recovered quickly. When the country went into lockdown again, from October to December, it didn't have anywhere near the same impact on the market.

### What types of services did you see the most demand for in 2020?

There were three different areas where we saw especially strong demand in 2020. First was strategy work. Clients' plans were thrown into disarray by COVID, and the pandemic forced them to consider possibilities that had never been on the table before, so a lot of clients were looking to consultants for help updating their corporate strategies. The second category was cost reduction. We had a lot of clients come to us because they wanted help using technologies like artificial intelligence and robotic process automation to create new efficiencies within their organisations. And lastly, we saw a lot of demand for M&A work. Despite the crisis, there was still a lot of money flowing around the economy and a lot of investment activity going on.

### What are your expectations for how the consulting market will perform in 2021?

It's already clear that 2021 is going to be a much better year than 2020, but the exact speed of recovery is hard to predict, and I expect it will vary a lot depending on the type of consulting services we're talking about. At the beginning of April, we entered our third national lockdown, and we don't know yet how effective the vaccine will be at stopping future outbreaks or if we'll need a fourth lockdown later in the year. All of this uncertainty makes it very hard to make informed predictions about the market.

I think that there's definitely a close connection between the pace of the vaccine roll-out and the growth of consulting demand. People talk a lot about clients and consultants getting back to their offices, but in my view, the reopening of schools and universities is perhaps even more important. For one thing, we know that schools and universities are among the biggest contagion vectors, but we've also found that school closures have a surprisingly large impact on our ability to generate work: It's just a lot harder to get time in clients' diaries when they're busy looking after their children. When the government closed schools a few weeks ago at the beginning of this third lockdown, we noticed a significant decrease in the number of meetings we were having with clients per day compared to the first three months of the year.

### What do you think will be the key topics on clients' agendas this year?

I think technology is going to be one of the major themes of the year. Clients are coming to us right now with an interest in using new technologies both to improve their existing business models—making them more cost-effective, more agile, and so on—and to enable the creation of completely new business models. Automation in particular is an area that's attracting a lot of attention at the moment. Clients appear to be developing a more sophisticated understanding of the ways automation could impact their businesses. Increasingly, they're seeing automation not as a way to replace employees but as a way to empower employees by making them more efficient and freeing up their time to focus on higher-value tasks.

The evolution of the workforce is a critically important topic for many of our clients right now. As automation eliminates some lower-value tasks, employees are going to need upskilling to enable them to spend their time on more complex activities. At the same time, the transition to remote working has allowed organisations to adopt a much more flexible approach to the way they manage their workforces. Already, we've seen some clients get rid of some of their office space or move their offices closer to where employees actually live. I think consultants will have a very important role to play in helping clients understand the future of work and what it means for their organisations specifically.





### Is Macron's reform agenda still having an impact on demand for consulting services?

Certainly, the pandemic has slowed down a lot of the transformation and reform that the government was trying to push. However, even if it's happening at a slower pace, it's still there. You can see it, for example, in pensions. The government recently launched a new pension product, the PER, which has been very well received, and that's an indicator that transformation is still running, even if it's at a much slower pace than it was before the pandemic. The expectation is that, if Macron is re-elected—and I'd estimate that there's about a 50% chance of that happening—then the pace of change will speed up again. That would inevitably generate a lot of demand for consulting services as clients would look for help adapting to those changes.

### Do you expect that the build-up to the election next year will have an impact on consulting demand?

The election is going to have some short-term impact on demand, but I think that will be mostly limited to the public sector. The public sector consulting market might not be as big in France as it is in, say, the UK, but it's still significant, and in the past, we've seen that demand tends to slow down immediately before and after elections. In the private sector, however, I don't think the election itself will have much of an impact. Of course, the outcome of the election matters a great deal. Right now, both Macron and Le Pen have a realistic chance of winning, and either of those outcomes would create new sets of challenges for our clients.

### Is Brexit generating any demand for consulting work at the moment?

Brexit has had some impact on our clients, but it isn't one of their major concerns right now. In financial services, we did see a lot of banks and insurance providers set up new headquarters in the EU in response to Brexit—some in France, but also some in Germany, the Netherlands, and elsewhere. But for the most part, they weren't looking for support from consultants to help them do that. These companies all know how to open a new office, and they're large enough that they have all the resources they need internally for a project like that.

### Is sustainability on your clients' agendas?

Sustainability is something that our clients care a lot about, and it's having a big impact on consulting

demand across all the verticals we work in. Over the last few years, the level of interest in sustainability has been gradually rising, and I don't think it's peaked yet. I expect that it's going to continue increasing for the foreseeable future.

### How much of a role do you think remote working will play in the future of consulting?

Going forward, I think most consulting firms will try to strike a balance between remote working and in-person delivery. We've seen this year that firms can work effectively in a remote context, but that doesn't mean there are no downsides. In particular, I think younger consultants will be keen to come to the office or to the client's site again. It's easier to learn new skills and develop as a consultant, particularly in the early stage of your career, when you're in the same room as your client or your project manager.

### What do you see as the major challenges or opportunities for your firm over the next few years?

The market for management consultants exists because of transformation, and right now, there's a lot of transformation going on across many different dimensions. Consumer behaviour has changed a lot because of the pandemic, and it is still changing. At the same time, there's more pressure than ever for organisations to operate in a sustainable way. New regulations here in France are having a big impact on our clients, and at the same time, new technologies such as artificial intelligence and quantum computing have the potential to create entirely new business models. Our job, as consultants, is to help our clients adapt to that sort of change, and with so much happening right now, I see a lot of opportunities for the consulting sector to grow over the next few years.

There are also a lot of changes going on right now in terms of the market dynamics of the consulting industry. In many areas, service lines are starting to blur into each other: You see IT companies moving into strategy, advertising agencies moving into consulting, audit providers getting into strategy work, and so on. Even credit rating agencies like Moody's are starting to develop their own consulting services. I think you're starting to see the same kind of polarisation in consulting—between huge companies that can do everything and niche providers that are highly specialised—that has already taken place in many other industries.



# About this report

## Methodology

### Sources

#### MegaModel: our Global Data Model

The quantitative market data in this report comes from our unique model of the global professional services market.

Rather than making high-level assumptions, this model has been built from the bottom up, sizing the market capability by capability—assessing how much work a firm earns delivering each professional capability within each sector and country. This results in a robust view of the size of the supply-side market, which can then be broken down to view the size of the market by country, sector, line of business, capabilities, and market segments.

This year's model has been expanded, with a new capability taxonomy and a much broader range of professional services firms included—all of which reflects convergence and other changes we see in the industry. For the purposes of this report we've focused on types of firm and market segments that broadly equate to traditional definitions of consulting. As a result of these changes to our methodology, there are changes to our market sizing data, which take into account that conventional consulting firms now compete in many non-consulting markets—in essence that their addressable market is larger. Historic data has been restated to match our new definitions, but the inclusion of new types of firm and additional services may also have an impact on growth rates.

Alongside this market segmentation, we also limit our market sizing and analysis to what we at Source call “big consulting”—work done by mid- and large-sized firms (those with more than 50 people). Please note that we don't track the long, thin tail of work done by contractors and very small firms, as most readers of this report would

not seek or be able to compete in this part of the market.

All of the data in the model is calibrated through extensive interviews with, and surveys of, professional services firms and their clients, allowing us to discuss broader trends in the market alongside detailed dimensions such as headcount. These interviews and surveys are supplemented with desk research, which allows us to assess the impact of wider macroeconomic trends on professional services. This, combined with our detailed modelling, results in a long-term view of the market that is able to support both historic and forecast data.

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 = £0.78

US dollar to euro US\$1 = €0.87



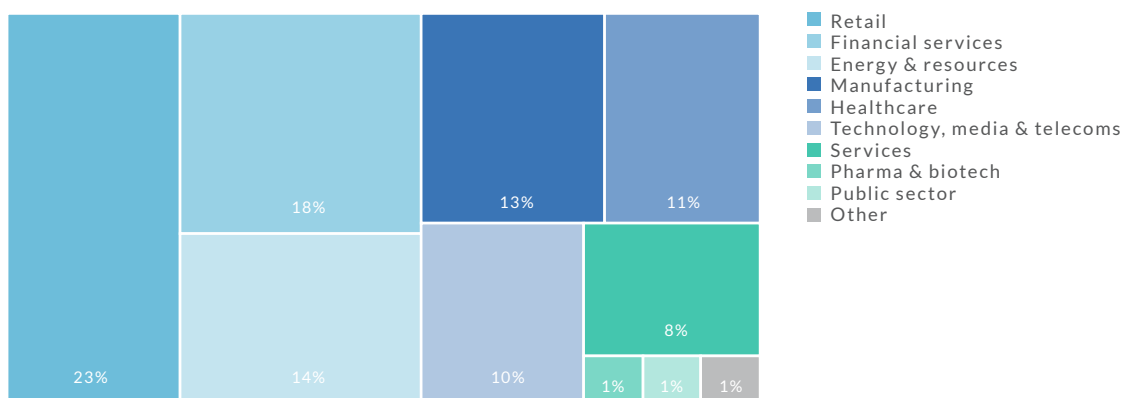
## Client perspective

We carry out a client survey to help us build a rich picture of how different trends in France are affecting clients' organisations and their use of consulting. This survey focuses on trends in France, providing detailed insights into the nuances of the market. For this, we surveyed 100 senior clients of consulting firms from across France, all of whom work in organisations with more than 1,000 employees. This survey focuses on the following areas:

- How they expect to use consultants during 2021 and the first half of 2022
- Factors that affect the way clients work with consulting firms
- The ways consulting firms market themselves to clients and the impact this has on client decision-making

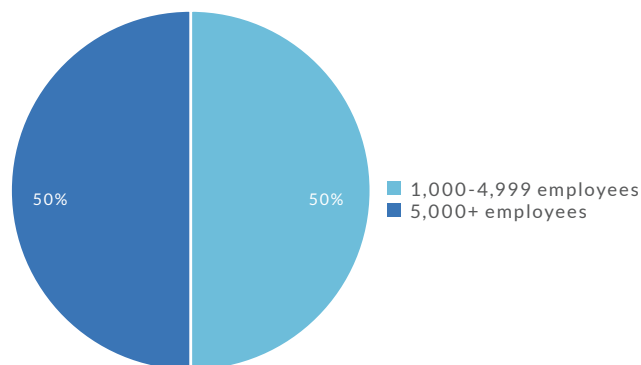
Figure 32

Respondents by sector

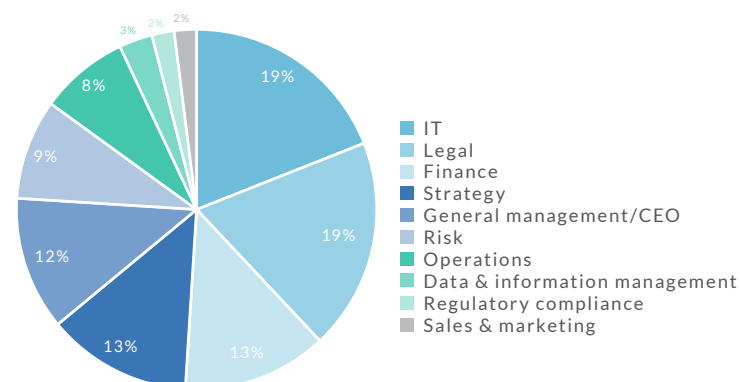


**Figure 33**

Respondents by organisation size


**Figure 34**

Respondents by function



### Interviews with senior consultants

In addition to our quantitative research, we interviewed 14 very senior consultants in France, representing most of the leading consulting firms in the geography and many smaller local specialists to understand more about how the consulting market is performing and the major trends, changes, and challenges consultants and their clients face. 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 of 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 market segments

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 market segments”.



## Definitions of sectors and market segments

### Sectors



#### 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, and 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.



## Market segments

We've taken the lines of business and capabilities from our taxonomy that broadly align with traditional definitions of consulting and divided them into market segments that include the following. Please note that for some lines of business, for example, forensics, we've taken a subset of the relevant capabilities and excluded others.



### Technology & innovation

Ideation, Innovation management, Innovation strategy, Strategies for growth from innovation, Cloud advice, ERP consulting, IT strategy, planning & review, IT training, Programme management, Vendor selection, Clean technology, Green IT, Corporate identity, Graphic & UI design, UX & service design, Customer journey & UX benchmarking, Data visualisation, business intelligence & semantic layer.



### Strategy

Capital allocation strategy, Commercial due diligence & valuation, Financial due diligence, M&A transaction strategy, Operational due diligence, Portfolio & investment strategy, Public-private partnerships, Technology due diligence, Business & financial modelling, Category management, Channel management, Corporate recovery & turnaround, Corporate restructuring, Corporate strategy, Market analysis & strategy, Policy formulation, Pricing, Strategic sourcing/offshoring services, Real estate strategy, Environmental & social impact research, Macro/microeconomic research, Market research, Customer feedback, Customer segmentation, Employee feedback, Advanced analytics, Sustainable investment.



### Cybersecurity consulting

Cybersecurity advice, Cybersecurity incident response, Penetration testing & wargaming, Technology & security risk services.



### HR, change & people strategy

Benefits, compensation & pensions, excluding actuarial & investment advice, Change management, Diversity & inclusion, Employee engagement, Governance & board effectiveness, HR strategy & effectiveness, Leadership, Organisational design & culture, Organisational training & development, Outplacement, Pension fund evaluation & advice, Performance management, Stakeholder management, Talent management, Team effectiveness & collaboration, Resource-efficiency strategy, Purpose-led strategy & change, Resource-efficiency implementation, Social impact & trust.



### Operations

Benchmarking, Business continuity & recovery, Cost cutting, Customer service, DevOps, Distribution strategy, Lean & Six Sigma, Operational review, Outsourcing advice, Post-M&A integration, Process design, re-engineering & automation, Procurement/purchasing, Property & estate management, Sales & distribution planning, Sales force effectiveness, Supply chain management, Target operating model, Sustainable supply chain, Corporate, occupier services & facilities management, Integrated real estate developer services, Real estate deal/transaction services.



### Risk & financial management

Operational risk, Programme risk, Responding to regulation, Risk management, Budgeting/financial planning process, Debt advisory, Finance function, Financial advisory, Financial restructuring & insolvency, eDiscovery, Forensic accounting.



## 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
Christophe Angoulvant	Senior Partner	Roland Berger
Bertrand Baret	EY Consulting Managing Partner – WEM Region	EY
Marc Becker	Partner – Strategy and Private Equity	Deloitte
Vincent Le Bellac	France & Maghreb Consulting Leader	PwC
Redouane Bellefqih	Managing Partner	Deloitte
Philippe Clapin	Deputy Director	Sopra Steria Next
Olivier de Decker	Partner	Capco
Christophe Desgranges	France FS Leader	PwC
Mathieu Dougados	Managing Director France	Capgemini Invent
Bernard Drui	Managing Director	Protiviti
Jean-François Laget	Partner	Argon & Co
Reza Maghsoudnia	Strategic Development Director	Wavestone
Mehdi Messaoudi	COO	Ares & Co
Nicolas Richard	Head of Consulting France	KPMG





## About the authors

### Ashok Patel

Ashok is a writer and editor at Source in our Market Trends team. He is an experienced writer, editor, and analyst, providing insights into the latest trends and developments across the professional services market. He has been quoted by a variety of trade publications and has previous experience in Source's Client Perception Programme. Prior to joining Source, Ashok was an editor and consultant in the commodities market, as well as working in the UK automotive industry.

#### Ashok Patel

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

### Fiona Czerniawska

A Co-founder and Managing Director of Source, Fiona is one of the world's leading commentators on the management consulting industry. Since founding Source in 2007, she has been bringing this expertise to bear on our clients' most pressing strategic projects and business issues. Fiona has published a dozen books on consulting topics, including two for The Economist: *Business Consulting: A Guide to How it Works and How to Make it Work* and *Buying Professional Services*.

She has more than 20 years' experience as a management consultant, working primarily in the areas of marketing and strategy. She was previously in charge of strategic planning for EY in the UK and has worked in the consulting practice of PwC. Fiona also has a PhD in 17th-century French art and lives in hope that it will be of practical use in business someday.

#### Fiona Czerniawska

✉ [fionacz@sourceglobalresearch.com](mailto:fionacz@sourceglobalresearch.com)





## Programme schedule for 2021

Reports 2021		Market Trends Programme	Client Perception Studies	Emerging Trends Programme
Q1	January	Forecasts for 2021 US GCC UK Nordics Canada	UK US	
	February		Germany Financial Services	
	March		Healthcare & Pharma GCC France	Buying and Selling
Q2	April	France DACH Australia China Southern Europe South America Benelux South East Asia India Japan Eastern Europe & Russia	Nordics Energy & Resources Technology, Media & Telecoms	
	May		China Japan	Beyond Digital
	June			
Q3	July	Africa Energy & Resources Financial Services		
	August		Perceptions of Risk Firms Perceptions of Tax Firms	Investing for Growth
	September		Perceptions of Audit Firms	
Q4	October	The Global Tax Advisory Market The Global Risk & Cybersecurity Services Market Healthcare & Pharma Technology, Media & Telecoms Consumer Products & Retail Planning for Growth in 2022		Building a Trusted Brand
	November			
	December			

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Source Information Services Ltd  
20 Little Britain | London | EC1A 7DH  
UK +44 (0)20 3478 1207  
US +1 800 767 8058  
[info@sourceglobalresearch.com](mailto:info@sourceglobalresearch.com)  
[www.sourceglobalresearch.com](http://www.sourceglobalresearch.com)

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