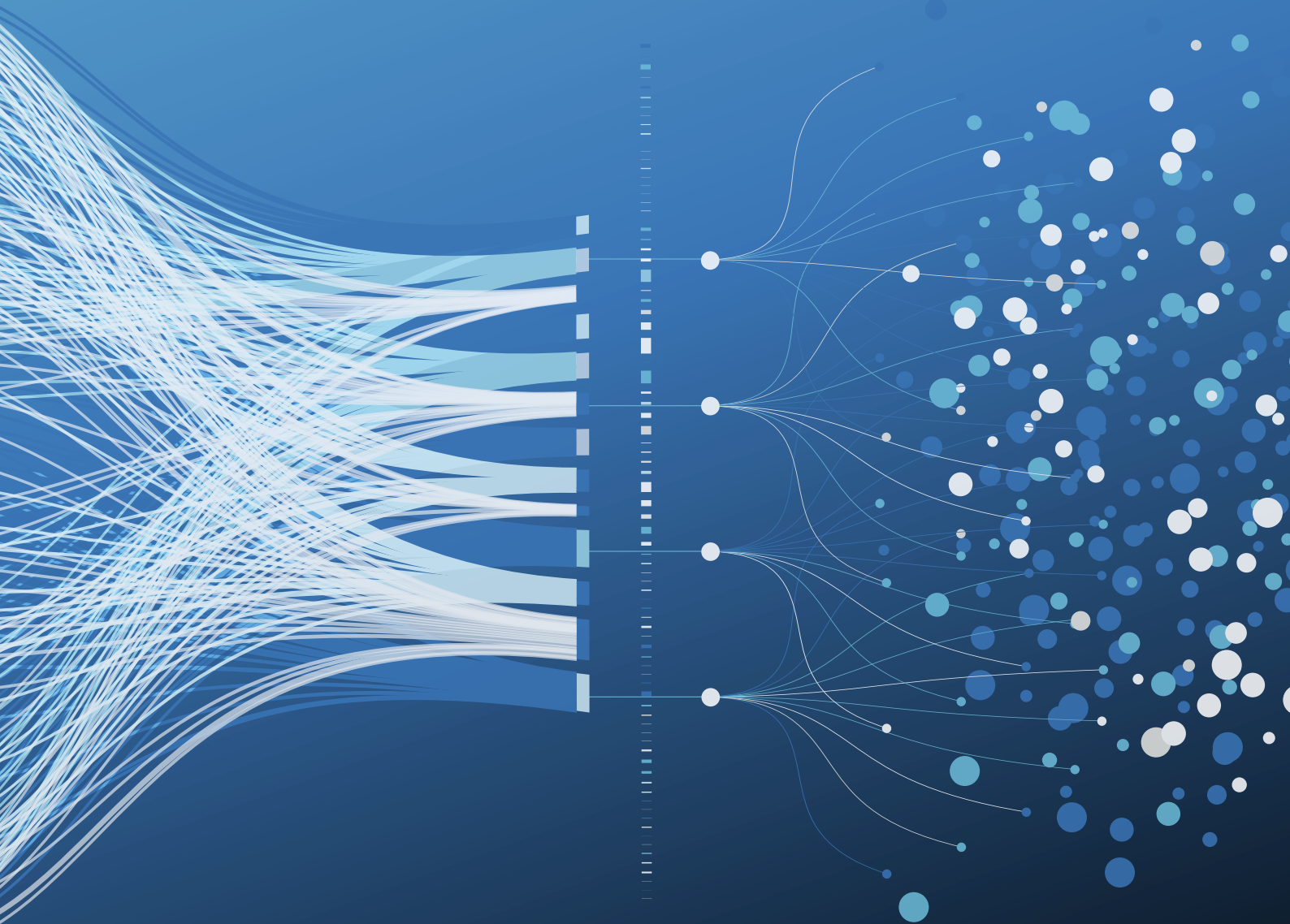


May 2021

EXTRACT

The DACH Consulting Market in 2021

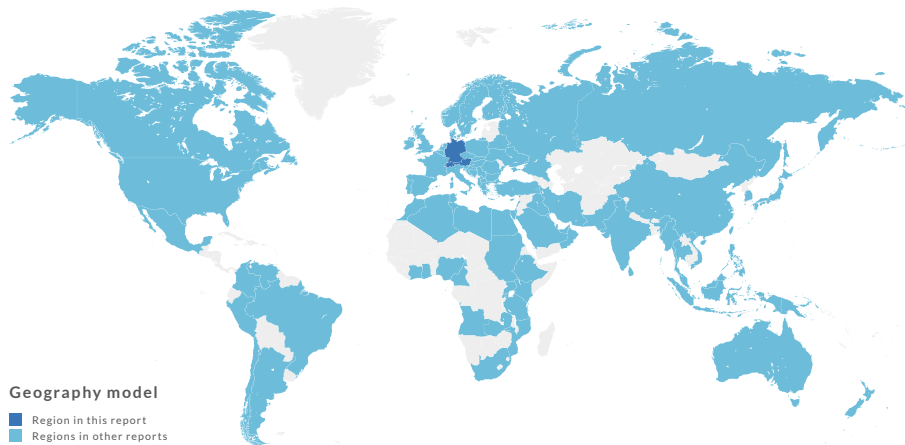
Market Trends Programme





What's included in this report

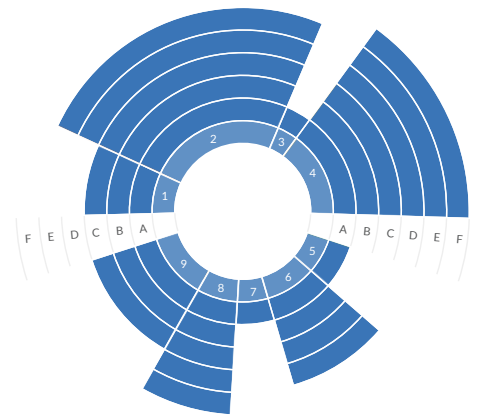
Our reports offer a wealth of market sizing, growth, and forecast data alongside engaging, in-depth analysis of the trends that matter. Using our highly flexible, multidimensional model we provide firms with robust, trusted data to make informed decisions about strategic investments and plan for the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



Geography model

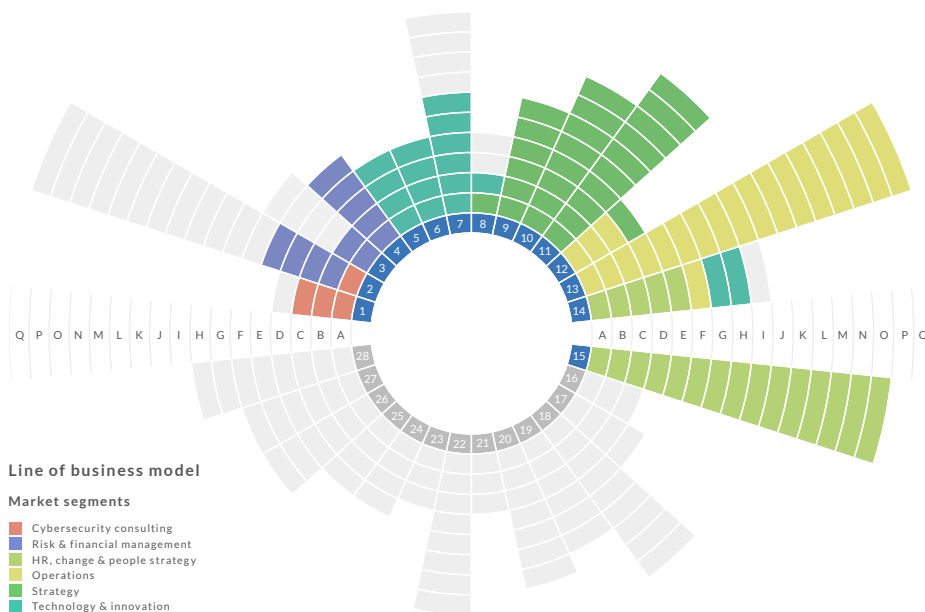
■ Region in this report
■ Regions in other reports

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	Sub-sectors
1 Energy & resources	1 A Energy
2 Financial services	1 B Primary resources
3 Healthcare	1 C Utilities
4 Manufacturing	2 A Banking
5 Pharma & biotech	2 B Capital markets
6 Public sector	2 C Insurance
7 Retail	2 D Investment and wealth management
8 Services	2 E Private equity
9 Technology, media & telecoms	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

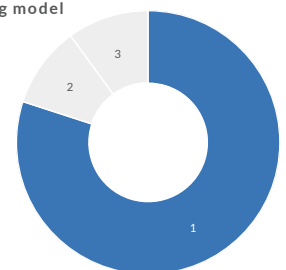
1 Cybersecurity
2 Risk
3 Forensic
4 Financial management
5 Design & UX
6 Innovation
7 Technology
8 Data & analytics
9 Research
10 Deals
11 Strategy
12 Real estate
13 Operations
14 Sustainability
15 HR & change
16 Architecture
17 Audit & assurance
18 Business process outsourcing
19 Civil engineering
20 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	7 D IT training	11 G Market analysis & strategy	14 A Purpose-led strategy & change
1 B Cybersecurity incident response	7 E Programme management	11 H Policy formulation	14 B Resource-efficiency implementation
1 C Penetration testing & wargaming	7 F Vendor selection	11 I Pricing	14 C Resource-efficiency strategy
2 A Technology & security risk services	8 A Advanced analytics	11 J Strategic sourcing/offshoring services	14 D Social impact & trust
2 B Operational risk	8 B Data visualisation, business intelligence & semantic layer	12 A Corporate, occupier services & facilities management	14 E Sustainable workforce
2 C Programme risk	9 A Customer feedback	12 B Integrated real estate developer services	14 F Sustainable supply chain
2 D Responding to regulation	9 B Customer segmentation	12 C Real estate deal/transaction services	14 G Clean technology
2 E Risk management	9 C Employee feedback	12 D Real estate strategy	14 H Green IT
3 A eDiscovery	9 D Environmental & social impact research	13 A Benchmarking	15 A Benefits, compensation & pensions, excluding actuarial & investment advice
3 B Forensic accounting	9 E Macro/microeconomic research	13 B Business continuity & recovery	15 B Change management
4 A Budgeting/financial planning process	9 F Market research	13 C Cost cutting	15 C Diversity & inclusion
4 B Debt advisory	10 A Capital allocation strategy	13 D Customer service	15 D Employee engagement
4 C Finance function	10 B Commercial due diligence & valuation	13 E DevOps	15 E Governance & board effectiveness
4 D Financial advisory	10 C Financial due diligence	13 F Distribution strategy	15 F HR strategy & effectiveness
4 E Financial restructuring & insolvency	10 D M&A transaction strategy	13 G Lean & Six Sigma	15 G Leadership
5 A Corporate identity	10 E Operational due diligence	13 H Operational review	15 H Organisational design & culture
5 B Customer journey & UX benchmarking	10 F Portfolio & investment strategy	13 I Outsourcing advice	15 I Organisational training & development
5 C Graphic & UI design	10 G Public-private partnerships	13 J Post-M&A integration	15 J Outplacement
5 D UX & service design	10 H Technology due diligence	13 K Process design, re-engineering & automation	15 K Pension fund evaluation & advice
6 A Ideation	11 A Business & financial modelling	13 L Procurement/purchasing	15 L Performance management
6 B Innovation management	11 B Category management	13 M Property & estate management	15 M Stakeholder management
6 C Innovation strategy	11 C Channel management	13 N Sales & distribution planning	15 N Talent management
6 D Strategies for growth from innovation	11 D Corporate recovery & turnaround	13 O Sales force effectiveness	15 O Team effectiveness & collaboration
7 A Cloud advice	11 E Corporate restructuring	13 P Supply chain management	
7 B ERP consulting	11 F Corporate strategy	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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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 DACH consulting market in 2020

While consultants in Germany, Austria, and Switzerland all had slightly different experiences of the pandemic, there was one consistent reality across the region: Consulting demand fell in every country and across nearly every sector and segment, and in many cases, those drops were considerable.

After a disappointing 2019, in which geopolitical concerns, Brexit, and choppy international trade waters led DACH clients to take a more cautious approach to change, firms hoped things would improve in 2020. And while in the very early days of last year, it looked like they may just get their wish, the arrival of the pandemic towards the end of the first quarter quashed any such hopes. While consultants in Germany, Austria, and Switzerland all had slightly different experiences of the pandemic, there was one consistent reality across the region: Consulting demand fell in every country and across nearly every sector and segment, and in many cases, those drops were considerable. As a result, overall consulting revenues in the DACH region slipped 7.8% in 2020.

From a country perspective, Switzerland had been the slowest growing consulting market going into 2020, and it proved to be the most resilient to the pandemic, with revenues falling just 5.4%. The government's rapid COVID-19 response, which included widespread measures to shore up business confidence, ensured that Switzerland's consultants saw growth in more sectors than the rest of the DACH region, with four sector markets in the black compared to three elsewhere. And even where consulting revenues did contract, there was typically less decline in Switzerland than in the rest of the DACH region. This was certainly the case in the country's large financial services market, which saw consulting revenues fall just 2% last year versus the 4% drop seen in other DACH countries. Consultants owe this strong performance to clients seeking to revamp and digitise their high-touch business models to ensure they continued to add value and retain customers despite local lockdowns and restrictions on international travel.

The DACH region's largest consulting market, Germany, saw the biggest contraction, with revenues falling 8.2% last year. While consulting spend held up well in the smallest sectors, with TMT, pharma & biotech, and healthcare all seeing growth, the same was not true in manufacturing, which accounts for nearly a quarter of the country's consulting revenues. Supply chain constraints and the limitations of socially distanced production lines generated some consulting work in this area, but the pandemic took a heavy toll on manufacturers' finances and, by extension their consulting budgets. This ensured that fees were under pressure and non-essential consulting work was often postponed for months, if not cancelled altogether.



The client perspective

Buoyed by a spirit of cooperation, clients in the DACH region are more likely than their counterparts in other major markets to say that the pandemic had a positive impact on their organisation in 2020

Against the backdrop of a tragic loss of life and widespread economic hardship, it feels distasteful to talk about 2020 being a good year in any way. Perhaps the better thing is to talk of silver linings to the clouds, or of light amid the dark. And yet the hard reality, according to our data, is that many client organisations across the DACH region appear to have weathered the storm of a global pandemic remarkably well: Fifty percent of the senior executives we surveyed told us that the crisis's impact on their organisation as a whole in 2020 was positive.

That figure is not only higher than it is in any other major market—only 30% said the same thing in France, for example, and just 28% did so in the UK—but is also quite a bit higher than the 38% who spoke of a negative impact (for anyone who's adding things up, 12% said there was no impact).

To some extent, the silver lining came in a fairly conventional guise: Thirty-eight percent of those who said the impact was positive told us that the reason for it being so was simply that demand for their products or services increased. Whether they were smarter or luckier than others, people were buying more of their stuff. But for a greater proportion, the positive impact came in a different form: Whether it was the 48% saying that suppliers had been more flexible or the 44% saying that customers had been more loyal, the silver lining was about a problem shared. When it mattered most, the message from some of the people who mattered most seems to have been “we're in this thing together”.

It would, though, be foolish to suggest that a spirit of cooperation was the deciding factor when it came to whether people spoke positively or negatively about the impact of the crisis: When we asked the people who said the impact was negative to tell us why, the most common response was that sales had declined significantly—cited by 50% of respondents. So, togetherness might have saved the year, but if you had a bad year, it was because people stopped buying your stuff.

Still, nowhere else was that potent combination of supplier flexibility and customer loyalty quite as prominent a cause of positivity about 2020 as it was in the DACH region: In France, 40% talked about suppliers being more flexible, but only 30% talked about customer



loyalty (both beaten by a new-found ability to implement change more quickly), while in the UK, both factors sat some way behind increased demand as reasons for the impact of the crisis being positive. So, where others found new capability (France) or more money (UK), DACH clients appear to have found something that's arguably more profound, and certainly more impactful.

Figure 4

The reasons given for COVID having had a positive impact

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

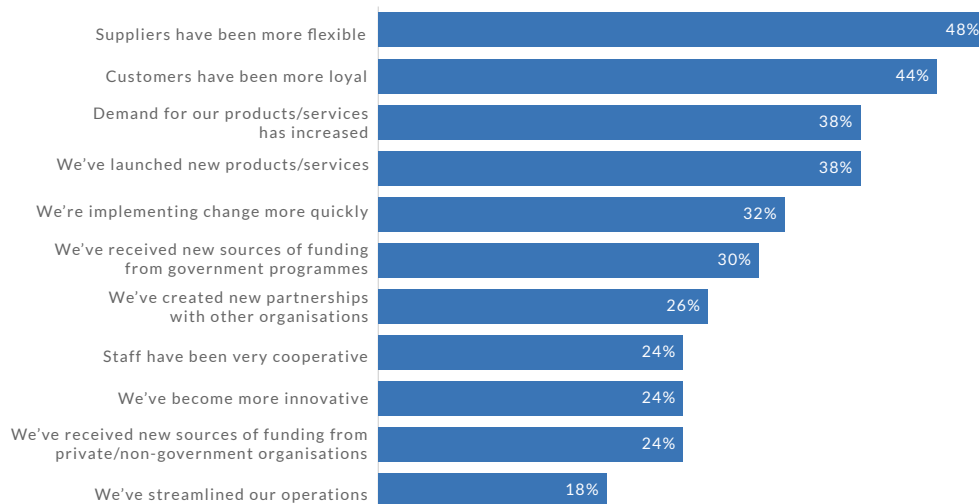
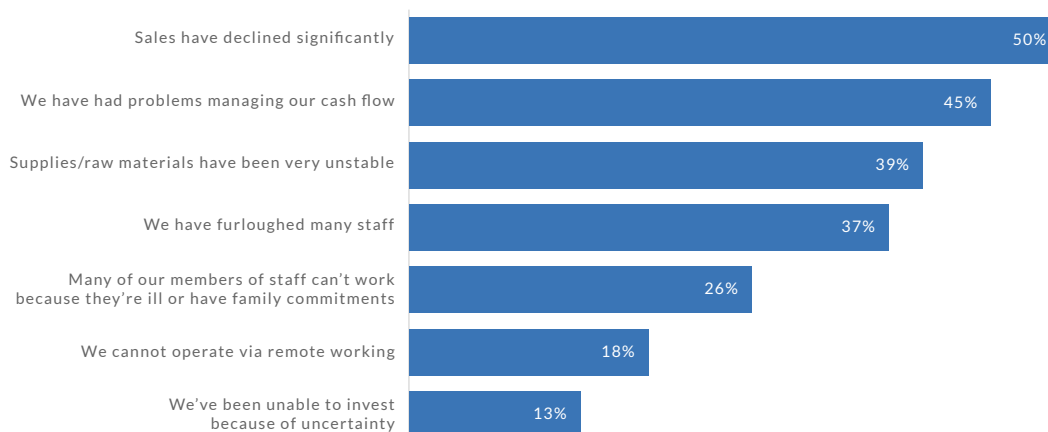


Figure 5

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 DACH's consultants, as they reflect on 2020, tell us how the previously unimaginable events of 2020 are reshaping the market, and in the case of a few brave souls, venture a guess as to what comes next.



Steffen Elsaesser, CEO Capgemini Invent DACH / Central Europe, Capgemini Invent

How did the market perform in 2020?

The market was less easy to read than it had been in previous years. Until 2020, there was steady growth no matter what segment you were in. As long as the market had some sort of momentum in it, everybody had some growth to work with. You still needed to analyse it a bit to make sure you were taking advantage of the biggest opportunities, but it was less important to do so than it is now. However, to think of it as one market is problematic because each sector behaved differently in 2020, so there were actually lots of markets. What mattered was how well aligned you were with the sectors in which there were growth opportunities. We managed high single-digit growth overall which shows that we are on the right track.

Do you think that's why you outperformed the market?

I'm a strong believer in focusing on specific segments and investing in specific accounts, and the crisis has proved that this works. We did some comparisons of investment and performance at an account level, and it showed really clearly that investing in relationships—in making sure we're close to key decision makers—pays dividends. That's where a lot of our growth came from. It also helped that there were quite a lot of topics that we work on that either weren't affected at all by the crisis, or that we could adapt to fit the conditions. If you take the digital transformation space as an example, there were some parts of that where things were delayed or stopped, but in general the momentum was reinforced by everything that happened. At the same time, in the management consulting space it was easy to switch to programmes concerned with efficiency. We're not a hard-core cost cutter but we've got the industry expertise to do a lot of effective work in this domain.

Which were the weakest- and strongest-performing sectors?

The aerospace industry was particularly heavily impacted. By contrast, we didn't have any problems in the automotive sector. There were a lot of fears about what would happen there, but we were able to keep going really well. We're engaged in a couple of big transformation programmes focused on the connected customer and that sort of work hasn't stopped. In fact, as physical retail became unavailable and it quickly became clear that investments in digital experience

was what mattered most, our work in that area was reinforced. Engineering was tough at first because there wasn't much work to do from a strategy or change management perspective, but that sort of work is now booming. The financial services sector was very strong for the whole year, particularly in insurance there was a lot of investment in digital experience and on new products. But we're watching what's happening in banking closely because we need to see what happens when government subsidies stop. If there's a big wave of bankruptcies then that will have an impact. The public sector was stronger than ever last year, with a lot of investment in the European cloud project and a focus on digital experience. Sustainability was a high priority topic, too—it's an area of growth in all sectors but it's particularly pronounced in the public sector, helped along by the fact that the forthcoming election is making everyone more interested in green issues.

What does the sustainability market look like at the moment?

There's a lot of interest, and there's work happening, but it's not really a market segment like others yet. There's such a wide range of requests from ESG reporting to looking at ways to reduce carbon footprint across an entire supply chain. We're helping some clients to optimise their packaging and others to create a completely new business model as a result of looking at their existing model through a sustainability lens. It's a market that's not yet defined. We work on a lot of programmes that are not explicitly concerned with sustainability, but which are measured in part on sustainability targets, so we have ways of assessing projects in terms of the impact they'll have on our clients' carbon footprints. I think that will become more standard—in the same way if you have a commercial business case, you'll have a carbon case.

What does that mean for the capabilities you need as a firm?

We're experts who really understand what sustainability means in the context of a specific sector. You can make an argument that sector expertise is the only thing that matters—that someone who understands asset management in the utilities sector can apply that knowledge to conducting an assessment about carbon impact—but the truth is that you really need to understand the ESG context well, so in my view what you actually need is a mix of capabilities. What's clear



is that without specific experts who are really known in a particular part of the market—who live and breathe the topic in their sector—you're only going to achieve superficial changes rather than delivering real value for the client.

How did the way that clients want to work with you change in 2020?

It changed a lot, and no wonder it did because the clients themselves changed. Setting aside some of the negative impacts of the pandemic there were a lot of positives about how we worked with our clients. There was a lot more efficiency brought about by a reduction in travel and non-value-adding time. It's a lot easier for a global client to assemble a pitch team than it was when you had to fly people in from all around the world.

Has it become harder to win new clients?

About 75% of our work comes from existing clients, so winning new clients isn't really what we're focused on—we'd rather increase the share of work from clients we already know.

Has it become harder to work generally?

No. We quickly adapted our go-to-market and particularly the way we pitch. It's actually much easier to get access to clients now than it was before—the whole way of working has changed and they're much more open to connecting on online channels than they were in the past. We've also been working on initiatives designed to help us engage better with clients even when we're not sitting in front of them, and that's resulted in using different tools from the ones we used to deploy. It's boosted the efficiency and quality of our interactions with our clients.

What about delivery of work?

I don't see any changes in terms of how you work in project teams—it might not be happening in-person, but it still happens. But of course, there are some projects that you can't deliver remotely. We've still got about 20% of staff on clients' sites, where it's essential, but I haven't seen any impact on the quality of outcome where we work remotely. There's also been no change to the work we've done to create industry solutions, assets, outcomes-based models and joint ventures. The circumstances have changed, but the work hasn't.



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 the DACH region are affecting clients' organisations and their use of consulting. One survey focuses on trends in DACH, providing detailed insights into the nuances of the market. For this, we surveyed 100 senior clients of consulting firms from across the DACH region, 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 31

Respondents by sector

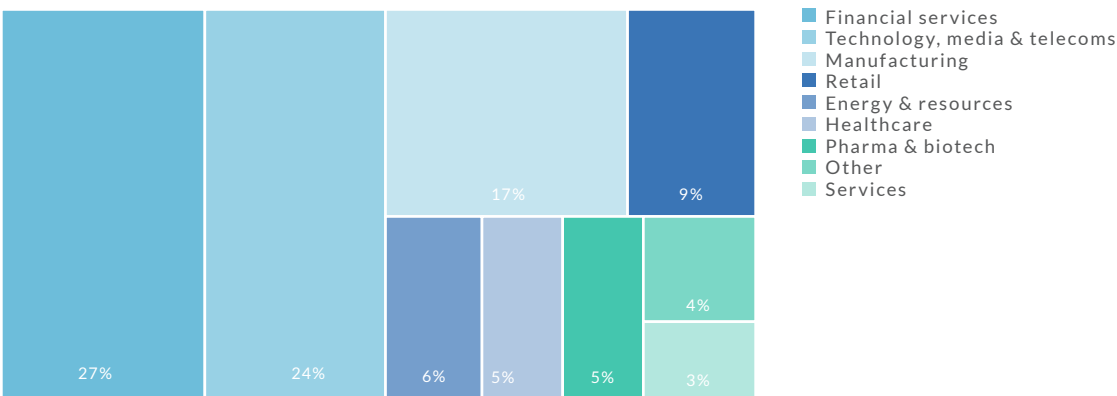
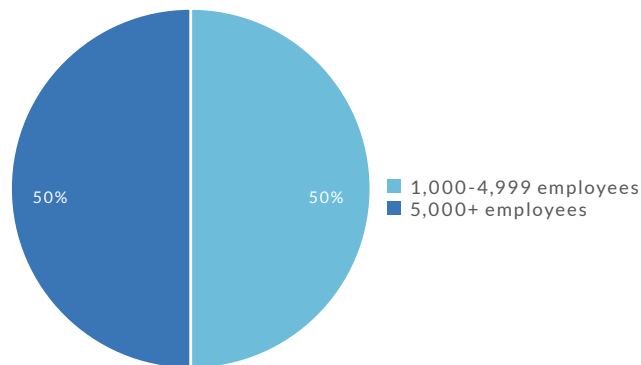
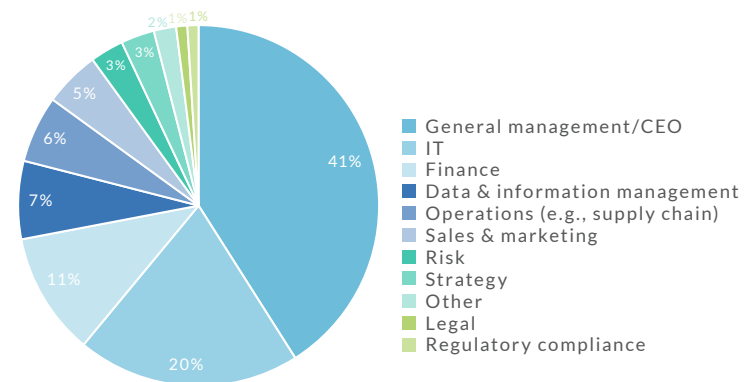


Figure 32

Respondents by organisation size


Figure 33

Respondents by function



Interviews with senior consultants

In addition to our quantitative research, we interviewed 15 very senior consultants in DACH, 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 in to 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 the DACH region 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
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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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