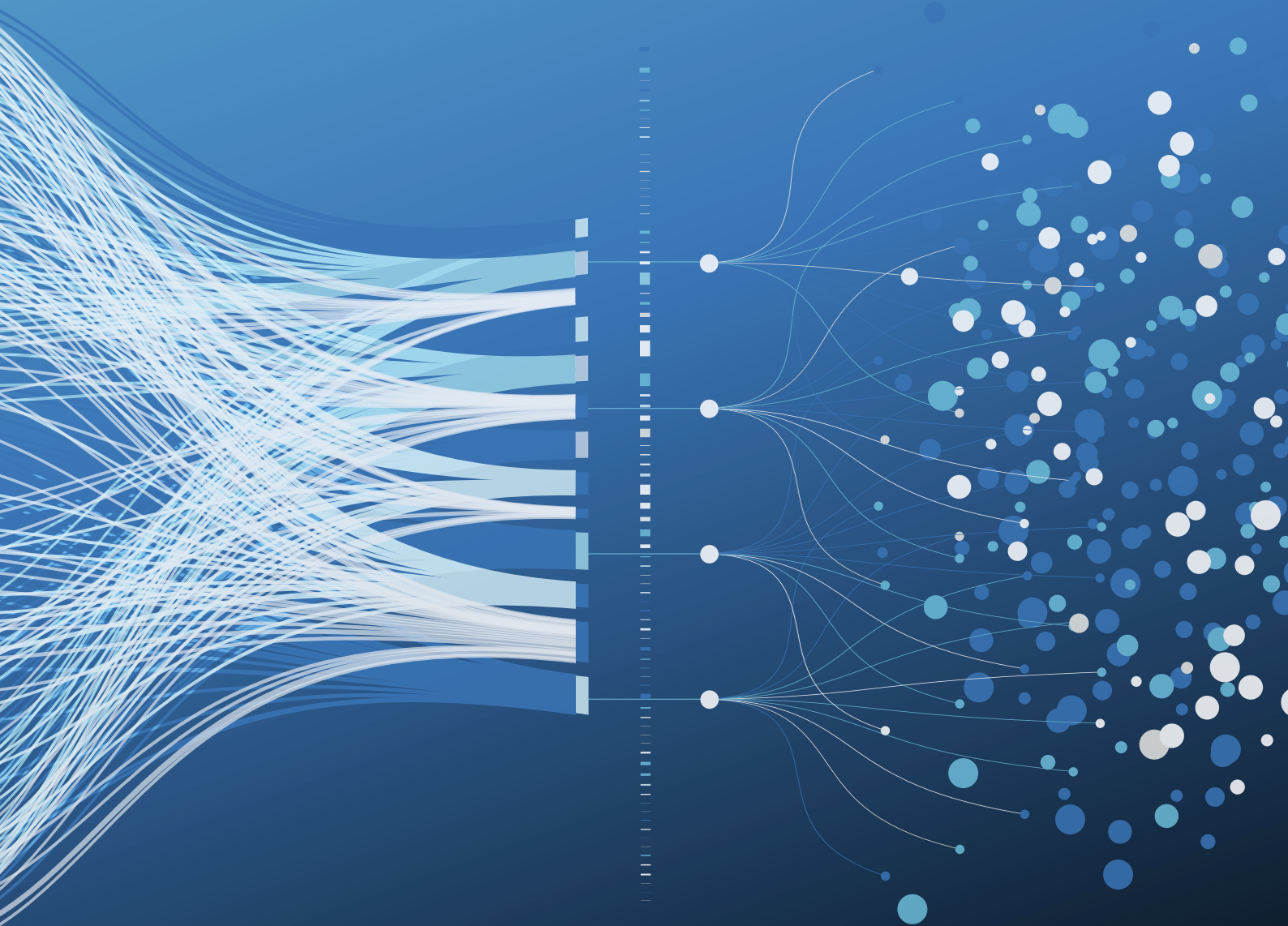


The South East Asia Consulting Market in 2021

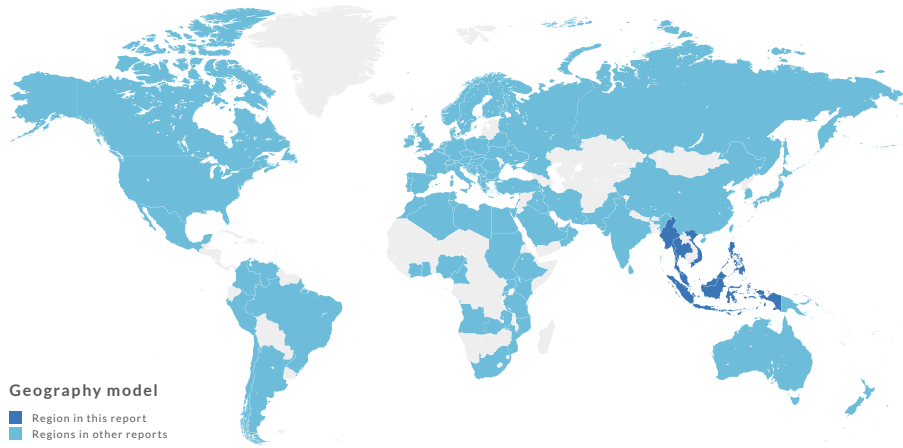
Market Trends Programme





What's included in this report

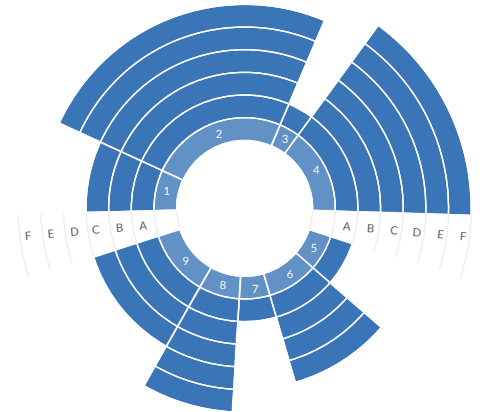
Our reports offer a wealth of market sizing, growth, and forecast data alongside engaging, in-depth analysis of the trends that matter. Using our highly flexible, multidimensional model we provide firms with robust, trusted data to make informed decisions about strategic investments and plan for the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



Geography model

■ Region in this report
■ Regions in other reports

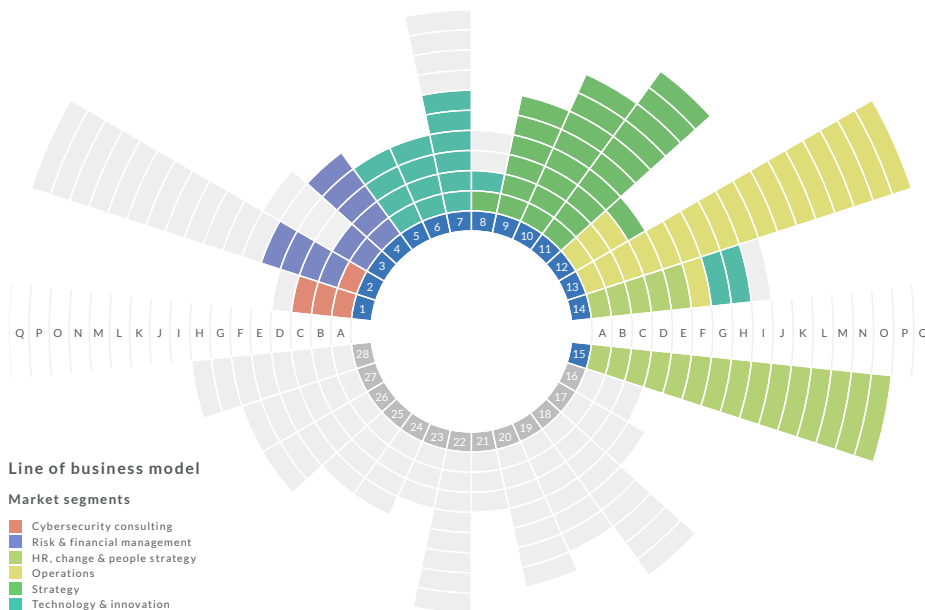
Albania	Canada	Germany	Kenya	North Macedonia	Saudi Arabia	Tanzania
Algeria	Chile	Ghana	Kuwait	Norway	Serbia	Thailand
Angola	China	Greece	Lebanon	Oman	Singapore	Tunisia
Argentina	Colombia	Hong Kong	Libya	Pakistan	Slovakia	Turkey
Australia	Côte d'Ivoire	Hungary	Luxembourg	Papua New Guinea	Slovenia	UAE
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

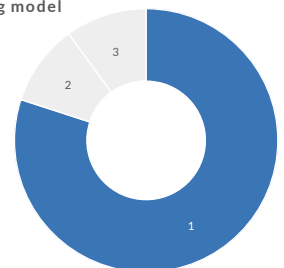
1 A Cybersecurity advice
1 B Cybersecurity incident response
1 C Penetration testing & wargaming
2 A Technology & security risk services
2 B Operational risk
2 C Programme risk
2 D Responding to regulation
2 E Risk management
3 A eDiscovery
3 B Forensic accounting
4 A Budgeting/financial planning process
4 B Debt advisory
4 C Finance function
4 D Financial advisory
4 E 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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What clients tell us about their plans for the year—and where they'll be asking consultants for help.

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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 South East Asia consulting market in 2020

While different countries took different approaches to tackling COVID-19, the pandemic's overall impact across the region was substantial, though South East Asia's consultants did fare somewhat better than many of those elsewhere in the world.

Consultants in South East Asia went into 2020 in a reasonably optimistic mood. Despite a variety of headwinds in 2019, the consulting market continued to grow at a rapid pace with high single-digit growth across much of the region and a couple of particularly high-performing countries reaching double digits. That optimism quickly gave way to consternation as the region became one of the first outside of China to see the full power of the pandemic, which swept through from the first quarter of 2020. While different countries took different approaches to tackling COVID-19, the pandemic's overall impact across the region was substantial, though South East Asia's consultants did fare somewhat better than many of those elsewhere in the world. The end result of a pandemic-riddled 2020 was a contraction in consulting revenues in South East Asia of 4.4%.

Looking at the market from a country perspective, we find that consulting revenues in Singapore—the region's largest market by some margin—fell 3%. There was a sharp decline in demand from the services and energy & resources sectors as lockdowns triggered many clients—especially those in transport, leisure, and oil & gas—to shutter projects in an effort to bolster their finances. The country's two largest consulting markets—financial services and manufacturing—suffered a much shallower decline, each contracting just over 3% as clients paused big budget transformation initiatives in the early months of the pandemic to focus on implementing remote working solutions where possible. Singapore's consultants enjoyed growth in all other sectors, with the small pharma & biotech sector proving a standout, thanks to a raft of projects aimed at accelerating and digitising the development and distribution of COVID-19 treatments and vaccines. It was a similar story in healthcare as clients rapidly digitised operations and rolled out telehealth services in an effort to continue providing a high level of patient care during lockdown. And in retail, boosting online operations became paramount for survival, with clients seeking support to not only launch or expand e-commerce operations but to boost their reach with new logistics networks and partnerships.

Indonesia's consultants were somewhat less fortunate, with revenues contracting 6.5%—the steepest decline in the region. Travel restrictions took a particularly heavy toll as they limited consultants' ability to travel in a market where a handshake and a face-to-face chat was traditionally the only way to build bridges and generate opportunities. And with the government struggling to navigate its way through the pandemic, the demand slump that greeted the arrival



of COVID-19 around the world was longer and deeper here than in many other markets. TMT proved a particularly tricky market, as the country's large media industry was forced to slash budgets amid a collapse in advertising revenues. This helped drive a 16% drop in consulting demand—the biggest drop TMT consultants saw anywhere in the region. It wasn't all bad news for Indonesia's consultants, though, with a modest uptick in demand in the large financial services sector, which accounts for nearly a third of Indonesia's consulting revenues. This was in part due to a surge in insurance work as the pandemic forced clients to consider how claims would be impacted while also inspiring them to be proactive in planning for future emergencies. Meanwhile, healthcare providers sought support boosting capacity as multiple waves of COVID hit throughout the year, while pharma consultants saw the highest growth thanks to clients seeking support to boost local production and distribution.



2

The client perspective

Whether it's positive or negative, the thing that most clients in South East Asia agree on is that the crisis has had an impact of some kind

But with only 7% saying the crisis had no impact at all, a number that's lower than everywhere except the UK, there's also a substantial proportion—43%—who say that the impact has been negative.

Clients in South East Asia are among the most polarised in the world in terms of their opinions about the impact of the crisis. On one hand, 50% of respondents to our survey say that the impact of the crisis has been positive, a number that's not bettered in any of the major markets in which we've run our survey, and which is equalled only in the DACH region.

But with only 7% saying the crisis had no impact at all, a number that's lower than everywhere except the UK, there's also a substantial proportion—43%—who say that the impact has been negative.

With the exceptions of retail (where everybody we surveyed is positive) and the public sector (where everybody is negative) the dividing line isn't based on sectors: You're as likely to find a pharma client who says the impact has been positive as you are to find one who says the impact has been negative, and the same goes for the financial services sector. So, it's important for consultants operating in the region to not make broad assumptions about what clients are facing based on their sector alone.

Figure 4

The impact of the pandemic on clients' organisations in 2020

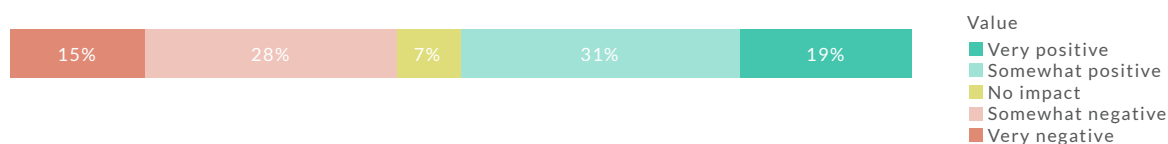
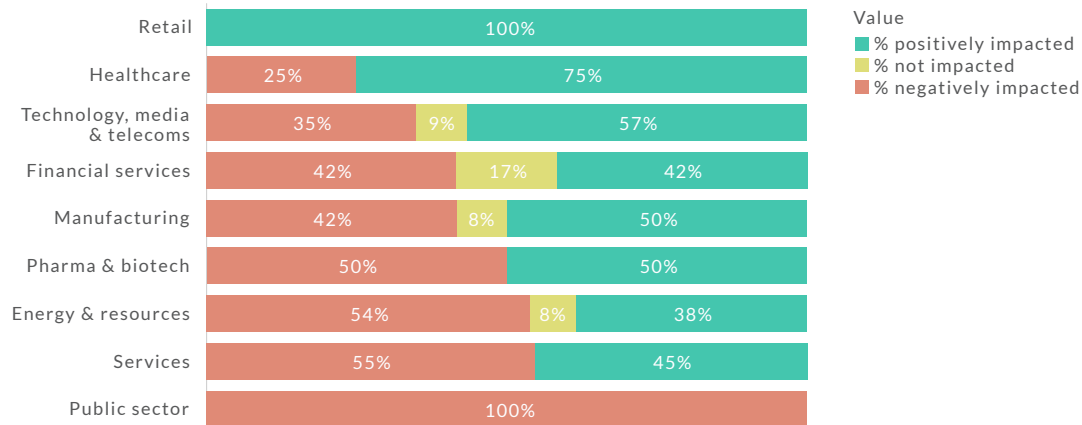




Figure 5

The impact of the pandemic on clients' organisations in 2020, by sector



What, then, are the factors that determine whether clients are likely to say the impact of the crisis has been positive or negative?

It depends to some extent on the size of the organisation you're speaking to, but where people are positive, it's most likely to be because demand for their products or services has increased: 50% say this. But that's far from the only reason some organisations had a good experience of the pandemic: A substantial proportion of positive clients (46%) also talk about suppliers being more flexible or point to having received new funding from private, non-government organisations (42%). What's notable is that external factors are the biggest drivers of positive sentiment: It's more likely to be about what's happening outside of the organisation or what's coming in, rather than changes that are happening inside. Having said that, there are a significant number of people (38%) who partially credit their good outcomes to their organisation becoming more innovative or having created new partnerships with other organisations.

The story about increased demand becomes even more pronounced in the biggest organisations, though: Among organisations with 5,000 or more employees, the proportion of respondents who speak positively about the impact of the crisis and attribute that to increased demand for their products and services rises to 62%.

By contrast, in mid-sized organisations (with 1,000-4,999 employees), there's a much greater emphasis on the flexibility of suppliers, perhaps reflecting the reduced power these organisations have over their suppliers compared with their larger counterparts, and the greater benefit that's therefore felt from any flexibility shown by them.

Meanwhile, for smaller organisations (with fewer than 1,000 employees), positivity is much more likely to stem from greater customer loyalty or new partnerships with other organisations, furthering the sense that the smaller you are, the more the support of others is what makes the difference.



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



Rahul Chawla, Managing Director, Southeast Asia & Head of Wealth Management, Asia, Aon

How did the market perform over the past year, and what were the drivers?

2020 was a mixed bag for the consulting industry in Southeast Asia. We began the year on a normal course, but then everything came to a standstill. As the difficulties continued through the second quarter, we saw companies pivoting to reshape and re-energise teams and to look at their spending. We did, however, see an increase in spending on advisory work, mostly aimed at helping clients analyse their budgets and incorporate the current challenges into overall business model transformation programmes.

Throughout 2020, we saw demand for digital and people transformation, and they converged in ways that we had not seen before. Historically, businesses spent huge amounts on digital models, systems, and processes, but the people side of the business was largely ignored. The pandemic exposed the need for both to work in tandem, though the human side of transformation takes a lot longer because it's a lot more difficult to quantify. During the pandemic, the emotional and social contract between employees and their workers was compromised because people were working from home, and that prompted discussions around whole new dimensions of holistic productivity and wellness. These were the beginnings conversations that will define the organisation of the future.

COVID-19 had an adverse impact on every sector we work in. E-commerce took a hit when China was forced into lockdown, because this is a region that was thriving because of Chinese products. Financial services was also heavily impacted as banks were taking provisions for credit losses, ultimately impacting their bottom lines. Aviation, hospitality, and retail were also impacted due to restrictions on mobility. Hospitality was an especially big loss due to Singapore's status as a hub for international conferences. Conversely, the internet ecosystem experienced stratospheric levels of activity, driving solid financial performances. Financial services also recovered quickly, especially in capital markets and wealth management, with huge levels of client activity driving revenues. As a result, there is new demand for talent in financial services, and that will ultimately determine who emerges as a winner from the pandemic. This is a once-in-a-lifetime moment for firms in financial services.

What impact is the changing international trade landscape having on consulting demand?

One of the biggest changes witnessed over the past year is the rise of family offices in Singapore, bringing with them lots of assets and a sustained surge of

capital from different parts of the world. From a location strategy perspective, Singapore offers a largely risk-free environment, guaranteeing safety, a stream of talent, and insulation from health risks. Asset management is growing in Singapore as a result, with lots of banks making Singapore the basis of their pivot to Asia as they look to capitalise on the increasing wealth in the region. Singapore has always been a key financial services market, but new incentives have resulted in a new stream of asset management companies entering the market.

What is the role of foreign investment in generating consulting work across the region?

Foreign investment was hindered in a number of countries in Southeast Asia, due to a combination of COVID-19 and political events. Investment into Myanmar more or less came to a standstill before late 2020. It had been a market that was thriving and growing quickly, but then everything stopped as a result of the political changes and travel restrictions. Vietnam continued to be a strong centre for investment to an extent, but it was one of the countries that emerged early from phase one of the pandemic only to be hit by another, larger wave. That shouldn't move the needle too much in terms of its long-term significance for global supply chains, but it did impact trade and other parts of the value chain through 2020.

Malaysia continued to show a lot of promise due to the fact that its customer and talent base is cheaper than those of the surrounding markets. A host of global firms are moving their customer and supply chain services offshore to Malaysia, cementing its position as a good alternative to the India. The Philippines also saw continued investment as a result of its position as a thriving BPO market, alongside the roll-out of a broad medical infrastructure system. However, the pitfalls of the Malaysian and Indonesian economies are similar in that they both have massive domestic customer bases driven by local firms, but they see little inward investment aside from some large mergers carried out by Chinese investors. Chinese investment is key to Malaysia and Indonesia, just as Western investment is key to Singapore.

What impact, if any, do you think RCEP will have on trade-related consulting work in 2021?

We haven't RCEP have much impact on consulting just yet. These things tend to have a tipping point, and we haven't reached that yet.



How has COVID-19 impacted your firm's approach to operating in the region?

COVID-19 and the move to remote working has significantly challenged the high-touch nature of consulting. This inspired consulting firms to formulate cross-location strategies, offering them the opportunity to create collective experiences and bring the best experts from across the world. Because Southeast Asia was the first to emerge from the pandemic, consultants moved from serving clients in the region to sharing lessons from the pandemic with businesses around the world.

How has COVID-19 impacted the market for talent?

The talent market has become very tight in high-growth industries. Demand for technology capabilities has seen tremendous growth in financial services and life science, as have cyber, digital, data science, and relationship management capabilities in banking. These skills have become very scarce because they are nascent in this part of the world, and with mobility being restricted, firms are considering a range of options for meeting the demand, including altering their location strategy to move where the talent is. However, this is easier said than done, so mostly we see companies continuing to source talent in the markets best known for innovation, such as the US, the UK and Europe.

What impact, if any, did last year's elections have on consulting demand?

It was not the election but rather the government's reaction to COVID-19 that moved the needle on the consulting industry over the past year. Singapore has never had a change in government, and the lack of significant opposition gives it the opportunity to think about issues with a 50-year horizon. However, COVID-19 created challenges that demanded short-term solutions, such as the government offering stimulus packages to help businesses and the economy stay afloat. From a consulting perspective, this injection of capital allowed consulting firms to assist clients with both short- and long-term issues, helping with organisational models, manpower planning, and upskilling as well as more ambitious, longer-scope strategic programmes.



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 US dollars. 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 South East Asia are affecting clients' organisations and their use of consulting. One survey focuses on trends in South East Asia, providing detailed insights into the nuances of the market. For this, we surveyed 100 senior clients of consulting firms from across the South East Asia, all of whom work in organisations with more than 500 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

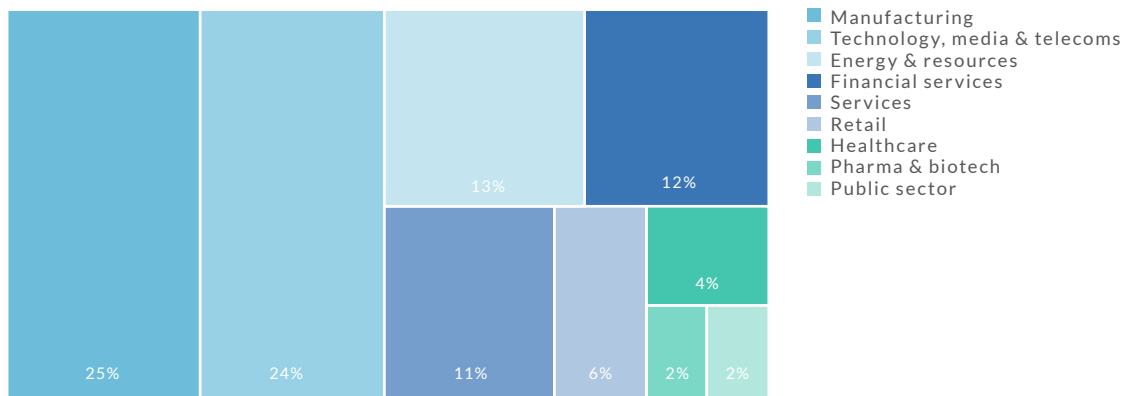




Figure 33

Respondents by organisation size

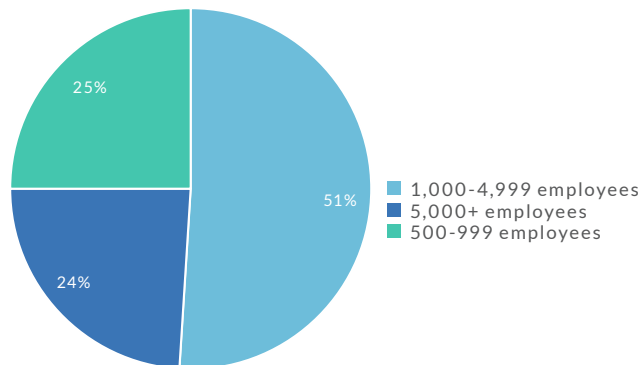
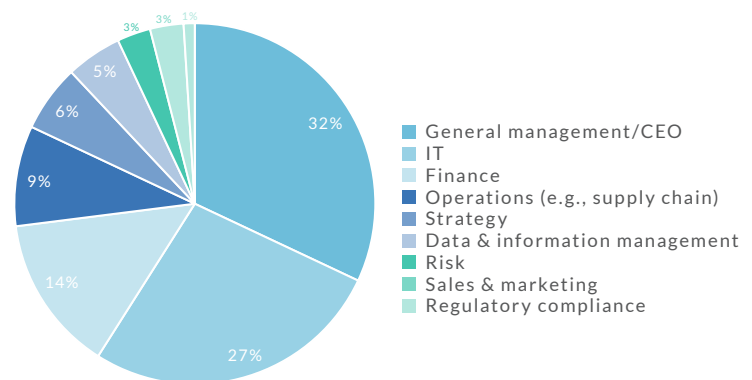


Figure 34

Respondents by function



Interviews with senior consultants

In addition to our quantitative research, we interviewed 11 very senior consultants in South East Asia, 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 South East Asia 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).

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Sang Hoe Chow	Partner	EY
Kim Douglas	Head of APAC	Capgemini Invent
Damien Dujacquier	Senior Partner, Managing Partner South East Asia	Roland Berger
Tom Evrard	Senior Managing Director	FTI Consulting
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Vincent Kasbi	Head of Asia	Sia Partners
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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.

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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 Southern Europe	Nordics Energy & Resources Technology, Media & Telecoms	
	May		China Japan	Digital, Transformed?
	June			
Q3	July	China Benelux South America South East Asia India Japan Eastern Europe & Russia Africa Energy & Resources Financial Services		
	August		Perceptions of Risk Firms Perceptions of Tax Firms	Consulting's New Talent Crisis
	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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