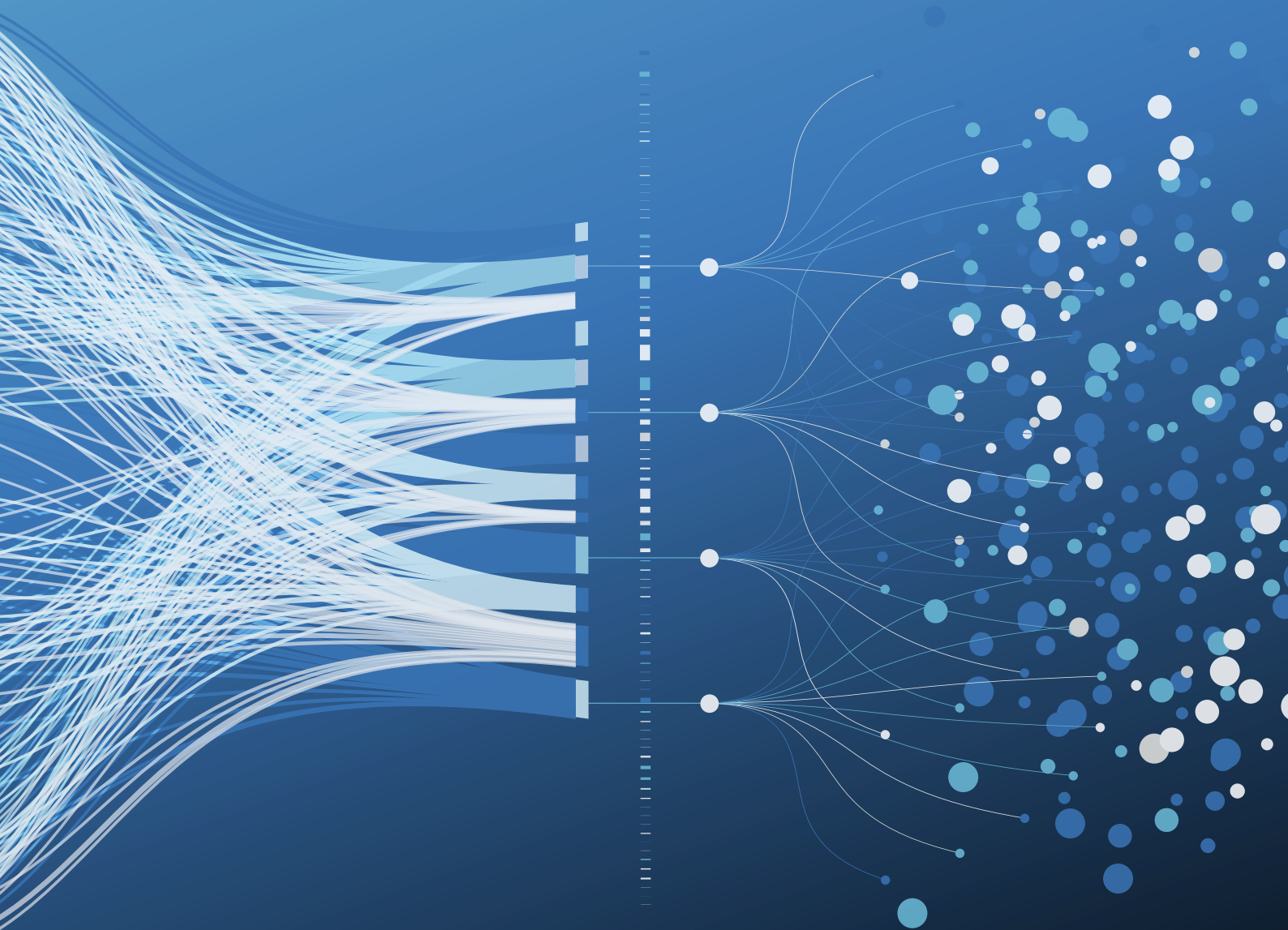


The GCC Consulting Market in 2022

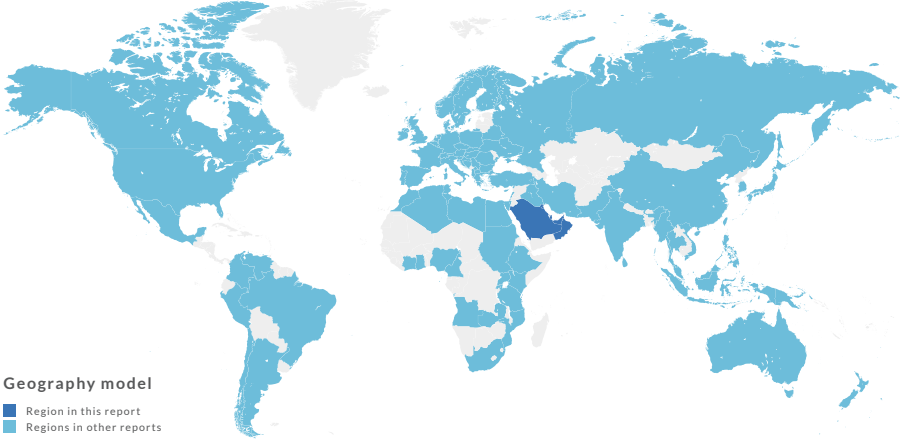
Market Trends Programme





What's included in this report

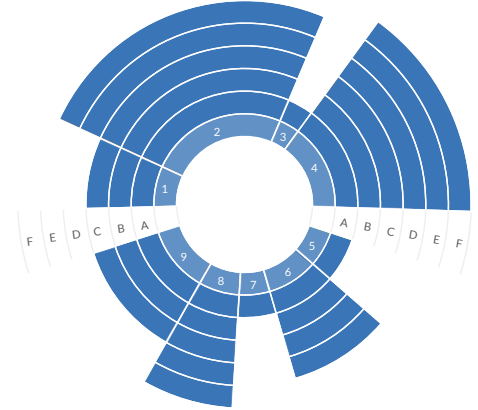
Our reports offer a wealth of market sizing, growth, and forecast data alongside engaging, in-depth analysis of the trends that matter. Using our highly flexible, multidimensional model we provide firms with robust, trusted data to make informed decisions about strategic investments and plan for the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



Geography model

- Region in this report
- Regions in other reports

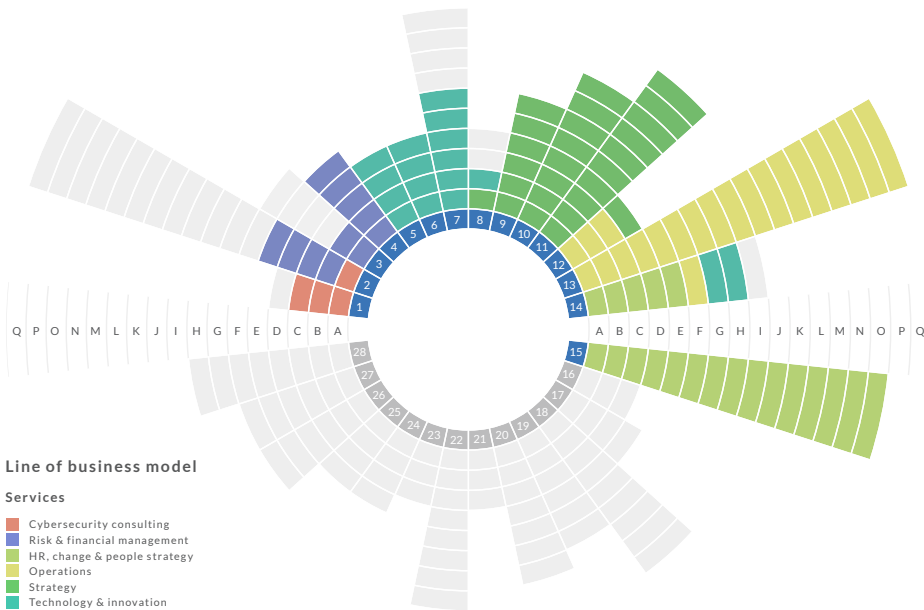
Albania	Canada	Germany	Kenya	North Macedonia	Saudi Arabia	Tanzania
Algeria	Chile	Ghana	Kuwait	Norway	Serbia	Thailand
Angola	China	Greece	Lebanon	Oman	Singapore	Tunisia
Argentina	Colombia	Hong Kong	Libya	Pakistan	Slovakia	Turkey
Australia	Côte d'Ivoire	Hungary	Luxembourg	Papua New Guinea	Slovenia	UAE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



Sector model

- Sectors**
- Energy & resources
 - Financial services
 - Healthcare
 - Manufacturing
 - Pharma & biotech
 - Public sector
 - Retail
 - Services
 - Technology, media & telecoms

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



Line of business model

- Services**
- Cybersecurity consulting
 - Risk & financial management
 - HR, change & people strategy
 - Operations
 - Strategy
 - Technology & innovation

Line of business

- Cybersecurity
- Risk
- Forensic
- Financial management
- Design & UX
- Innovation
- Technology
- Data & analytics
- Research
- Deals
- Strategy
- Real estate
- Operations
- Sustainability
- HR & change
- Architecture
- Audit & assurance
- Business process outsourcing
- Civil engineering
- Legal
- Litigation
- Marketing & creative
- Network engineering
- Product engineering & R&D
- Recruitment
- Software engineering
- System integration
- Tax

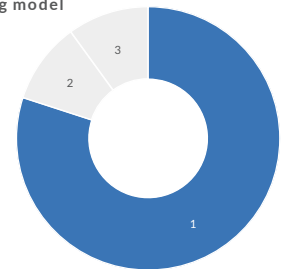
Capabilities

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

- | | |
|---|---|
| 11 G Market analysis & strategy | 14 A Purpose-led strategy & change |
| 11 H Policy formulation | 14 B Resource-efficiency implementation |
| 11 I Pricing | 14 C Resource-efficiency strategy |
| 11 J Strategic sourcing/offshoring services | 14 D Social impact & trust |
| 12 A Corporate, occupier services & facilities management | 14 E Sustainable workforce |
| 12 B Integrated real estate developer services | 14 F Sustainable supply chain |
| 12 C Real estate deal/transaction services | 14 G Clean technology |
| 12 D Real estate strategy | 14 H Green IT |
| 13 A Benchmarking | 15 A Benefits, compensation & pensions, excluding actuarial & investment advice |
| 13 B Business continuity & recovery | 15 B Change management |
| 13 C Cost cutting | 15 C Diversity & inclusion |
| 13 D Customer service | 15 D Employee engagement |
| 13 E DevOps | 15 E Governance & board effectiveness |
| 13 F Distribution strategy | 15 F HR strategy & effectiveness |
| 13 G Lean & Six Sigma | 15 G Leadership |
| 13 H Operational review | 15 H Organisational design & culture |
| 13 I Outsourcing advice | 15 I Organisational training & development |
| 13 J Post-M&A integration | 15 J Outplacement |
| 13 K Process design, re-engineering & automation | 15 K Pension fund evaluation & advice |
| 13 L Procurement/purchasing | 15 L Performance management |
| 13 M Property & estate management | 15 M Stakeholder management |
| 13 N Sales & distribution planning | 15 N Talent management |
| 13 O Sales force effectiveness | 15 O Team effectiveness & collaboration |
| 13 P Supply chain management | |
| 13 Q Target operating model | |

The revenue-earning model

- Consulting
- Managed service
- 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 GCC consulting market in 2021

After a challenging 2020, consultants in the GCC enjoyed a much better 2021. While volatile oil prices and COVID-19-related restrictions lingered over the market, at least in the early days of the year, government efforts to push on with investment and economic transformation programmes across the region—particularly in relation to Expo 2020, the 2022 FIFA World Cup, and Vision 2030—boosted demand across the market. As a result, the GCC consulting market saw a rapid return to growth, with revenues rising 17.7% in 2021.

Saudi Arabia's consulting market—the largest in the GCC—grew 18.8% in 2021, recording the fastest growth in the region as the country recovered quickly from the turmoil of 2020. Bolstered by resurgent oil prices, the government pursued its commitment to diversifying the national economy in line with Vision 2030. Investments ranged from high-profile foreign acquisitions such as the football club Newcastle United, to domestic infrastructure development. The government also took the next steps towards building Neom, a smart city on the Red Sea coast that is poised to become a future international hub. These drivers translated to strong growth in strategy consulting, which grew 25% in 2021.

The market for cybersecurity consulting in Saudi Arabia was a particular bright spot in the market in 2021, with growth of 30.2% as clients sought to de-risk their increasingly digital operations. HR, change & people strategy also saw rapid growth of 21.3% as clients transformed and upskilled their workforces in light of the changes demanded by global talent shortages.

From a sector perspective, TMT and the public sector were among the highest growers, with consulting market growth around 20% amid ongoing diversification and connectivity investment. And while the Saudi Arabia market in general looked towards a future beyond COVID-19, the lingering effects of the pandemic continued to benefit pharma & biotech consultants who saw growth of over 25.4% amid an ongoing push to boost domestic capabilities and capacity.

In the region's second largest market, the UAE, consulting grew an impressive 16.6% overall, largely driven by the country's desire to emerge from the pandemic in a strong position. Long-anticipated events such as the pandemic-delayed Expo 2020 generated consulting opportunities for consultants of all stripes as the country geared up to showcase its strengths.

Pent-up consumer demand in the second half of the year in retail and services—leisure and tourism in particular—led to increased consulting

Saudi Arabia's consulting market—the largest in the GCC—grew 18.8% in 2021, recording the fastest growth in the region as the country recovered quickly from the turmoil of 2020.



2

The client perspective

Ambition and investment will drive up consulting activity in 2022

With normality comes growth and ambition, as clients in the region look to develop new products and services, and to expand into new markets.

Almost half of clients we surveyed in the Gulf region think that their organisations have returned to normal after the pandemic, a significantly higher proportion than in other countries that we've analysed as part of this year's Market Trends programme. True, views by sector differ somewhat, and clients in Saudi Arabia are more positive than those in the UAE—but the overall picture is one of optimism. With normality comes growth and ambition, as clients in the region look to develop new products and services, and to expand into new markets. New, more dynamic leadership teams, whose collective skills have been honed by the existential threats of the last two years, are at the helm of many organisations and are planning to invest in sustainability and other ESG-related areas, and in digital and business model transformation—investments which are encouraged by government initiatives. Nevertheless, obstacles remain: geopolitical concerns, now exacerbated by the Russia-Ukraine war, and a chronic but intensifying shortage of key skills. But clients emerge from the pandemic with more than ambition: They have also gained a new-found sense of determination—grit, if you like. They know that COVID is unlikely to be the last crisis they'll encounter as business leaders: If they can survive that maelstrom, they can survive new crises, too.

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

Limited sample size means that where we discuss the differences between sectors, we focus on: energy, natural resources, and utilities; financial services; healthcare; and manufacturing. The term "large organisations" refers to businesses with more than 5,000 employees, and "mid-sized organisations" to those with between 1,000 and 4,999 employees.



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 GCC's consultants, as they reflect on 2021, and in the case of a few brave souls, venture a guess as to what comes next.



Sanjeev Agarwal, CEO & Managing Director – Middle East India, Protiviti

How is the ongoing pandemic impacting your business in the GCC?

In the last three to four months, things have started to open up. There was a bit of a scare due to the Omicron variant but that is behind us now. Most of the countries in the GCC have few restrictions; even a PCR is not a necessity. Mobility has almost returned to where it was before the pandemic.

Where is that work coming from within the GCC?

In the GCC, energy—oil and gas—and financial services are bringing a lot of work, and there is a lot of work coming from healthcare too. Services that are in particularly high demand include data governance, risk, security, and ESG. On that last point, the demand for ESG is being driven by the fact that a lot of banks are considering the scope of their clients' ESG.

Looking forward to the rest of 2022, how do you expect the market to play out?

I think the market will grow by 20% in 2022. Because of the backlog caused by the pandemic, there are a lot of demands and enquiries from clients. So, for the GCC, 2022 should be better than the previous two years. One trend I am noticing within the region is the growing interest in digitisation, data governance, security, and privacy. Companies in the Middle East are also very interested in migrating to the cloud.

What is the state of economic diversification efforts as we come out of the pandemic?

In countries like Kuwait and Qatar, they still depend greatly on oil. But in the UAE, they have diversified their economy. Saudi Arabia is also trying to diversify its economy, which was purely oil-based, with a lot of infrastructure being developed. A lot of avenues are opening up where people can spend money. This also creates job opportunities and, ultimately, increases revenue in the country.

Are you seeing any changes in the capabilities that clients are looking for?

Not really. Clients have wanted technology and that has not changed. There is not much that would be classified as a 'new need' that we are seeing.

Are you changing your business model and your approach to the market for the post-pandemic world?

Well, we are trying to utilise social media more. But, in terms of broader developments, there is not much of a change in our global market strategy.

Any issues around talent in the GCC?

The biggest challenge we have is attracting, managing, and retaining talent. There's a talent shortage mainly in the area of technology, therefore we see similar talent shortage issues in the GCC too. Because of this, we're partnering with colleges to bring in talent. We are trying to see if the college curriculum can be tailored so that when graduates come to organisations like ours, they have some experience. We also have our own internal development programme.

What kind of impact did the pandemic have on your pricing model?

I don't see much of an issue on the pricing front because the costs have gone up and people are aware of that. I think clients care more about the quality you provide; they won't just be pushing on the price.

Are you seeing any changes in terms of how clients want to see the pricing model that you use vary depending on the project, such as risk & reward or fixed fee models?

In the Middle East, we have always had a fixed fee environment and I don't think that will change in the immediate future.

How has the competitive landscape changed in the GCC?

I've not noticed any changes in the competitive landscape. The same competitors are there.

Is there anything else that you think could impact the market over the next 12 months?

We anticipate that the greatest impact on the GCC market will come from the oil prices. Oil prices aren't affecting what is going on in consulting right now, and it will take some time for those issues to manifest. However, it will likely have an impact at some point, so we need to start budgeting for that expenditure now.



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 service.

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 = £0.73

US dollar to euro US\$1 = €0.84



Client perspective

We carry out a client survey to help us build a rich picture of how different trends in the GCC are affecting clients' organisations and their use of consulting. One survey focuses on trends in the GCC, providing detailed insights into the nuances of the market. For this, we surveyed 101 senior clients of consulting firms from across the GCC, 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 2022 and the first half of 2023
- 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 45

Respondents by sector

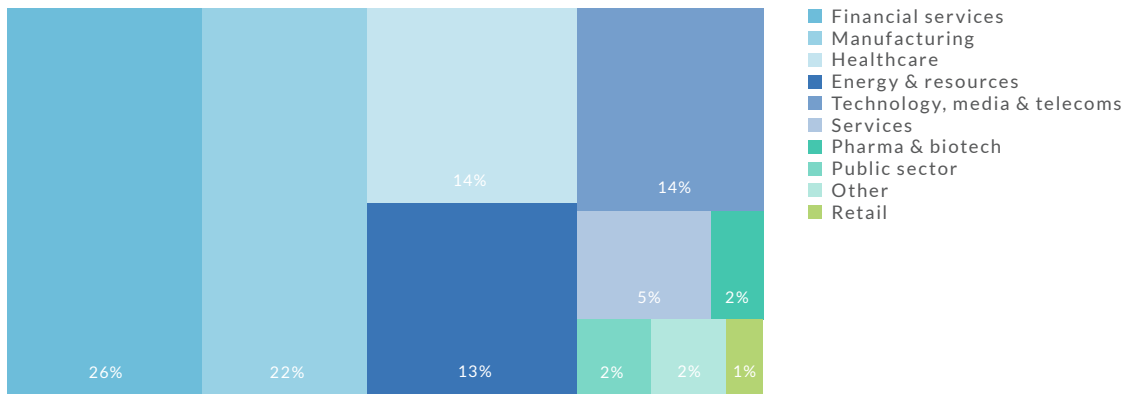
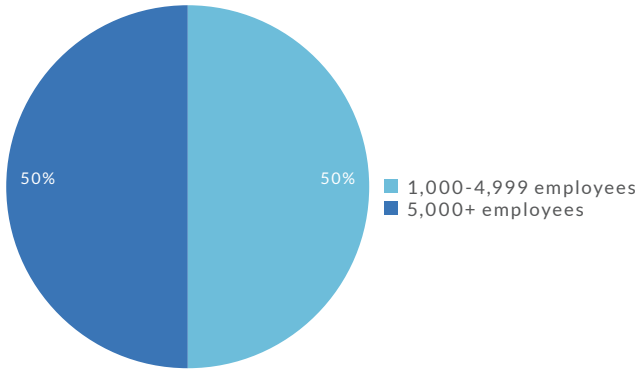


Figure 46

Respondents by organisation size



Interviews with senior consultants

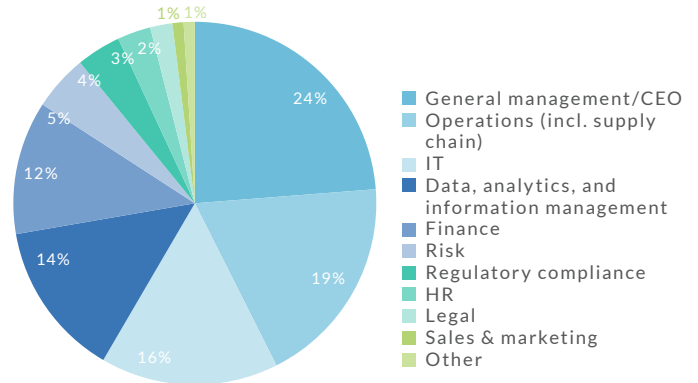
In addition to our quantitative research, we interviewed 15 very senior consultants in the GCC, representing most of the leading consulting firms in the geography and many smaller local specialists, to understand more about how the consulting market is performing and the major trends, changes, and challenges 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 GCC 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.

Figure 47

Respondents by function



Definitions of sectors and services

Our definition of management consulting includes a broad range of business advisory services, but excludes:

- tax advisory
- audit
- the implementation of IT systems
- the delivery of outsourced/offshored services
- HR compensation/benefits administration and technology

Where mergers & acquisitions work is concerned, consulting on deals is included (under strategy), but corporate finance fees on deals themselves are generally not included, although it is not always straightforward to separate the two.

For more information about how we classify consulting services and sectors, please see “Definitions of sectors and services”.



Definitions of sectors and services

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.



Services

We've taken the lines of business and capabilities from our taxonomy that broadly align with traditional definitions of consulting and divided them into services 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.



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.



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.



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.



Cybersecurity consulting

Cybersecurity advice, Cybersecurity incident response, Penetration testing & wargaming, Technology & security risk 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
Sanjeev Agarwal	CEO & Managing Director – Middle East & India	Protiviti
Stephen Anderson	Partner	PwC
Nicholas Bahr	Operational Risk and Resilience Global Managing Director	dss+
Dr Hesham Dinana	Vice President & Managing Director	EFESO
Dr. Sebastian Fuchs	Senior Principal	Mercer
Osama Ghoul	Managing Partner	Devoteam Group
Jonathan Holmes	Managing Director – META	Korn Ferry
Wasim Khan	MENA Consulting Leader	EY
Tosson El Noshokaty	Partner	Prophet
Pedro Oliveira	Partner, Middle East & Africa Head	Oliver Wyman
Tim Parr	CEO Consulting, Deloitte Middle East	Deloitte
Visar Sala	Managing Director of Accenture Strategy	Accenture
Rene Seyger	Managing Partner Middle East	Roland Berger
Arvind Singhi	Head of Clients and Markets – Middle East and South Asia	KPMG
Farhan Syed	Head of Advisory – Middle East and South Asia	KPMG



Meet the experts

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



About us

We analyse and examine how change drives the way organisations use professional services, and the implications that might have for professional services firms.

Derived from data, years of experience, and sophisticated proprietary research, we use our team's extensive knowledge of the industry to provide actionable and clear conclusions on the best course of action for professional services firms around the world. Our insights not only provide interesting reading, but they have underpinned some of the biggest strategic investment decisions made by firms around the world.

So, how can we help you?

How we can help you _____

In addition to our reports, we also provide custom advice and evidence-based consulting services to the world's biggest and most successful professional services firms, helping them to better understand their markets and the challenges and opportunities they face. Underpinned by original research, interviews with your clients, extensive surveys of buyers of professional services, and our wealth of data and experience, our work is designed to help you fully understand the markets in which your firm operate, and want to operate.

Among other things, our offerings include:

- Market entry strategy
- Competitor profiling and research
- Access to our MegaModel tailored to your definition of the market

For more information about any of these, or our other work, please visit our website, or get in touch.

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

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Programme schedule for 2022

Reports 2022		Market Trends Programme	Client Perception Studies	Emerging Trends Programme
Q1	January	Forecasts for 2022 UK GCC India France	UK US	
	February		Germany Financial Services	
	March		GCC France Healthcare & Pharma	Pricing: Your Biggest Barrier to Change?
Q2	April	Nordics US DACH Australia China South East Asia Sustainability	Nordics Energy & Resources Technology, Media & Telecoms	
	May		China Japan	Next-generation Multidisciplinary Working
	June			
Q3	July	Tax South America Japan Africa Financial Services Energy & Resources		
	August		Risk Tax	Innovation: What do Clients Really Want?
	September		Audit	
Q4	October	Risk Consumer Products & Retail Healthcare & Pharma Planning for Growth in 2023		The New Consulting Value Chain
	November			
	December			

Please note that with the purchase of all Market Trends reports in 2022, you will also gain access to a monthly video summary on the global market.

White Space

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