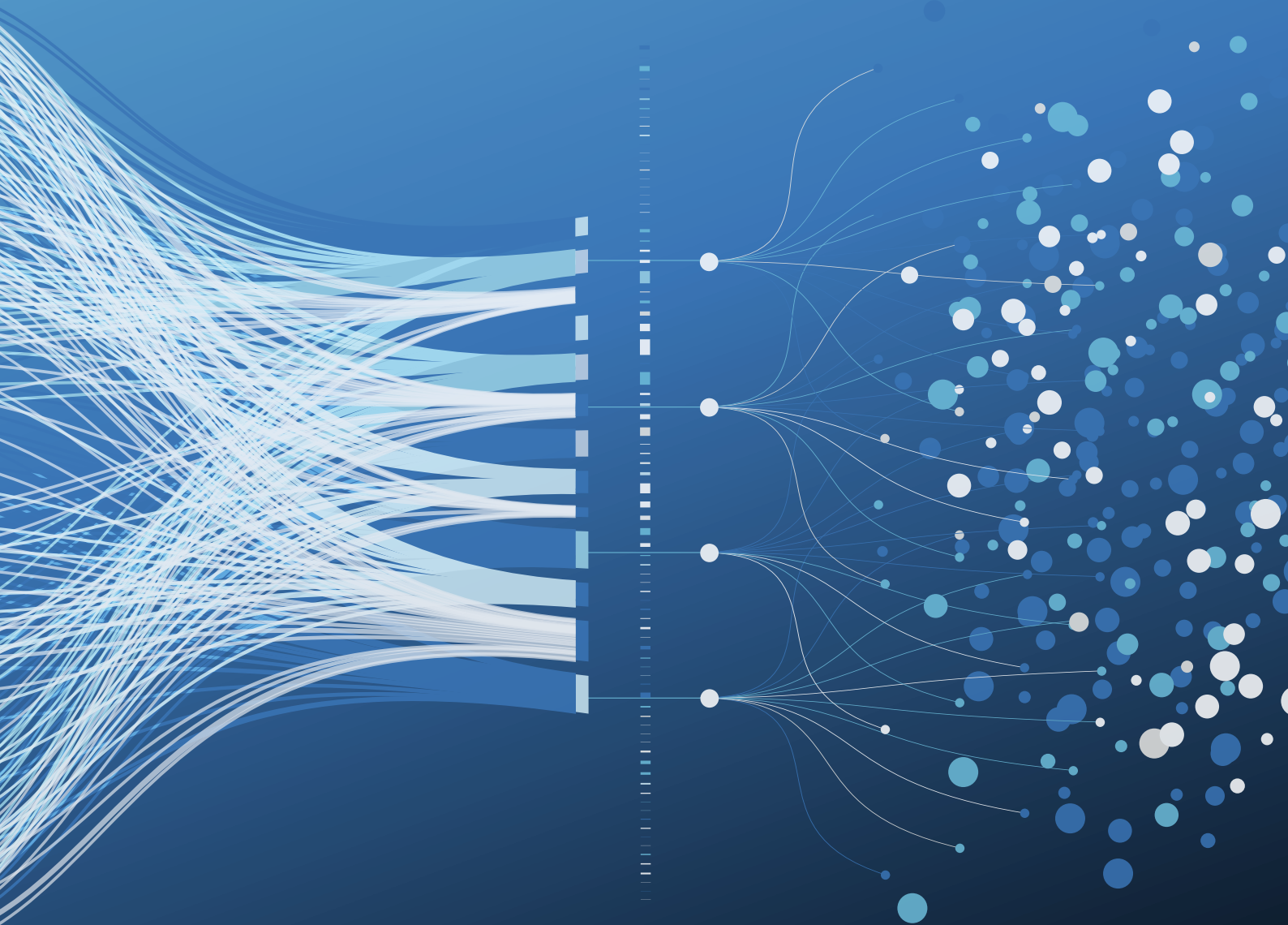


# The Nordics Consulting Market in 2022

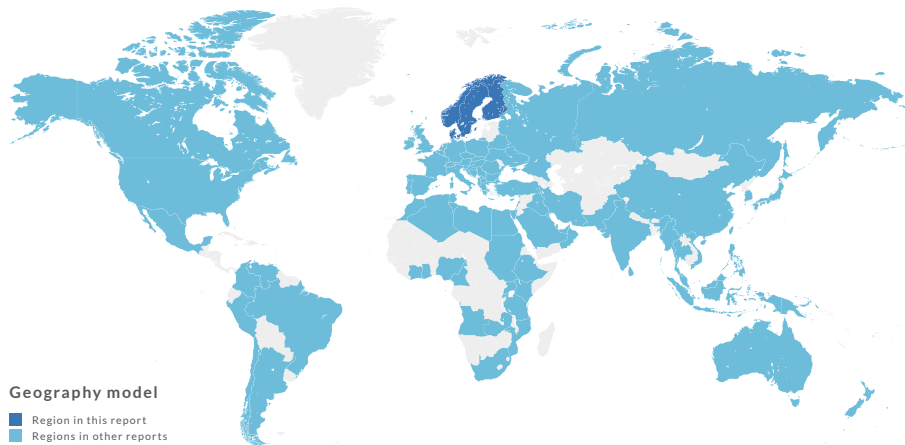
Market Trends Programme





# What's included in this report

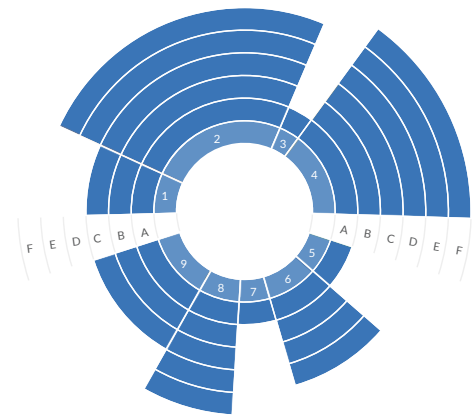
Our reports offer a wealth of market sizing, growth, and forecast data alongside engaging, in-depth analysis of the trends that matter. Using our highly flexible, multidimensional model we provide firms with robust, trusted data to make informed decisions about strategic investments and plan for the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



Geography model

■ Region in this report  
■ Regions in other reports

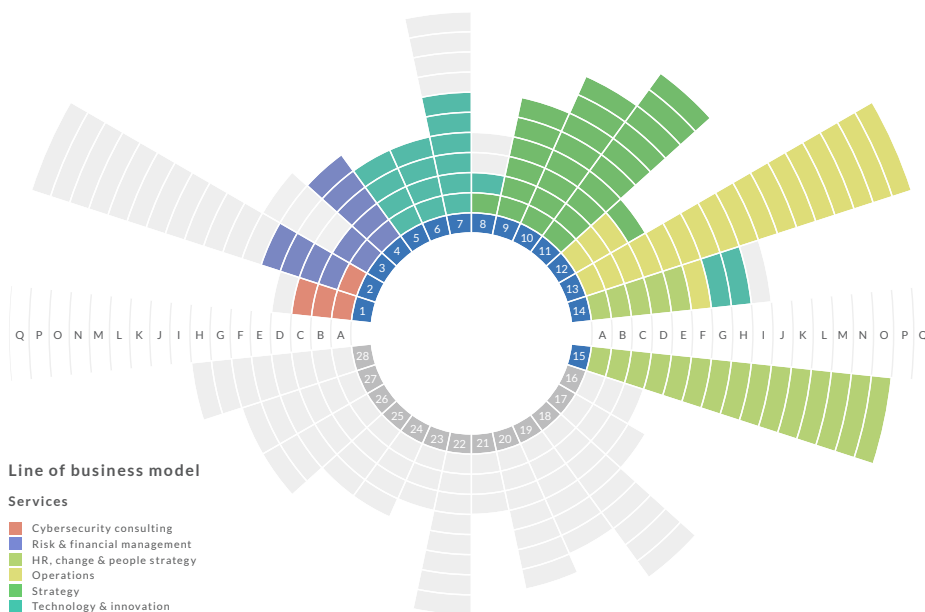
Albania	Canada	Germany	Kenya	North Macedonia	Saudi Arabia	Tanzania
Algeria	Chile	Ghana	Kuwait	Norway	Serbia	Thailand
Angola	China	Greece	Lebanon	Oman	Singapore	Tunisia
Argentina	Colombia	Hong Kong	Libya	Pakistan	Slovakia	Turkey
Australia	Côte d'Ivoire	Hungary	Luxembourg	Papua New Guinea	Slovenia	UAE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

Services

■ 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

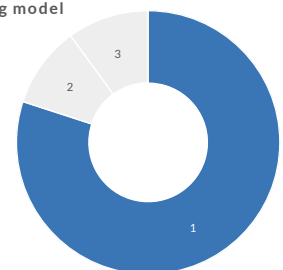
1 A Cybersecurity advice
1 B Cybersecurity incident response
1 C Penetration testing & wargaming
2 A Technology & security risk services
2 B Operational risk
2 C Programme risk
2 D Responding to regulation
2 E Risk management
3 A eDiscovery
3 B Forensic accounting
4 A Budgeting/financial planning process
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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Explores the key trends that were front of mind for consulting firms in this market in 2021.

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<b>Services</b>	<b>9</b>
<b>Sectors</b>	<b>9</b>

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## The client perspective

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

<b>Post-pandemic, Nordic clients are looking for growth, but recognise they face strong headwinds</b>	<b>10</b>
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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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# The Nordics consulting market in 2021



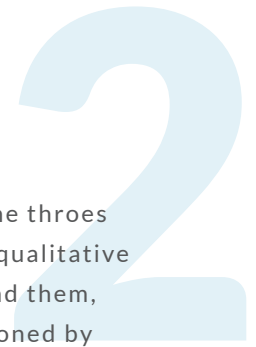
Last year, firms in the Nordics told us that a number of issues—including economic and geopolitical concerns, alongside the sheer continuing weight of the pandemic—had cooled demand for consulting in the previous year. However, as 2021 progressed and the impact of the pandemic lessened there was a renewed impetus. While the rate of recovery and ambition varied greatly across sectors, the overall Nordics consulting market saw growth of 11.1% in 2021.

Sweden's consulting market—the largest in the Nordics—grew 11% in 2021, with the drivers of that growth largely reflected the overarching trends in the region. As clients transitioned to a post-pandemic mindset, new and emerging technologies increasingly came to the fore. The fastest-growing consulting services were cybersecurity (15.4%), and technology & innovation (14.5%). Nowhere was the focus on technology more evident than in the two fastest-growing consulting sectors, healthcare, and pharma, which grew 16.8% and 16.6% respectively. Clients in these sectors boosted technology & innovation consulting by a remarkable 30% (healthcare) and 21% (pharma) in 2021, with much of that investment going to the digitalisation of public health and the boosting of pharmaceutical production, efficiency, and capacity in the wake of the pandemic.

Denmark's consulting market also grew 10.5% in 2021, with much of that growth focused on cybersecurity (17.1%) and technology & innovation (15.6%) consulting. As in Sweden, this demand was strongest in the healthcare and pharma sectors, both of which saw consulting growth of over 13%. Given that Denmark experienced tougher COVID-19 restrictions than its Nordic neighbour, retail consultants suffered from downward pressure on fees in 2020, so there was more room for rebound in this sector in 2021. As such, retail grew 15.8% in 2021, outpacing all other sectors in Denmark. Within the retail sector, the market for technology & innovation consulting grew 25%, as clients prioritised digitisation and e-commerce, amid expectations of a permanent shift to online retail for many consumers.

Finland's consultants experienced a year of solid growth in 2021, with revenues rising 12.1%. A well-known hub for telecoms investment, it is unsurprising that consulting to the technology, media & telecoms sector in Finland grew faster than the overall market, at 13.6% last year. Part of this growth was due to the EU's implementation of recovery and resilience facility grants in 2021, which allowed the Finnish government to strengthen its push for innovation in the TMT sector.

While the rate of recovery and ambition varied greatly across sectors, the overall Nordics consulting market saw growth of 11.1% in 2021.



## The client perspective

Honed by their experience in responding to COVID, there's a new generation of leadership teams who, while concerned about what the future will bring, are confident that they will be able to respond effectively.

Many clients in the Nordic region still see themselves in the throes of the pandemic, as they were in 2021. But there's been a qualitative change in the level of determination to put the crisis behind them, and to focus on new, bolder opportunities in the future. Honed by their experience in responding to COVID, there's a new generation of leadership teams who, while concerned about what the future will bring, are confident that they will be able to respond effectively. They would, however, be the first to admit that they face a multitude of challenges, ranging from a shortage of basic capacity as well as key skills to urgent priorities (increased efficiency in a high-inflation environment) taking precedence of long-term investment (in sustainability).

More than ever, clients here will be turning to consulting firms for support. But for consultants to maximise this opportunity, they too will need to change.

### Post-pandemic, Nordic clients are looking for growth, but recognise they face strong headwinds

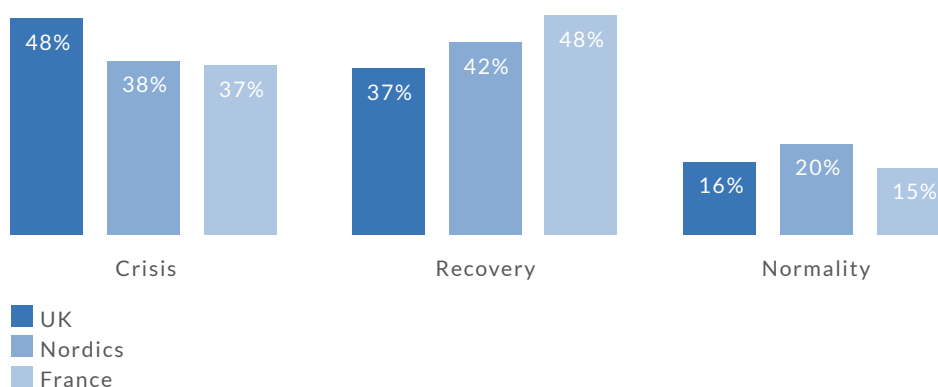
After the hopes and disappointments of 2021, the clients we've surveyed so far this year in Europe (the UK, France, and the Nordic region) are cautious. Although they recognise the level of protection they enjoy as a result of highly successful vaccination programmes, the arrival of Omicron in December brought the realisation that its transmissibility is likely to result in waves of reinfection and disruption in 2022. Having learned one coping strategy (working from home where possible, social distancing, and mask wearing), they're now having to build new ones. Plotting client data along our "pandemic recovery path," we can see that on average 41% of clients in Europe say their organisations are still in crisis mode—in other words, still focused on their response to the immediate challenges of the pandemic. That was especially true of the UK, which we surveyed in early February, but is less marked in France and the Nordics, which were surveyed 2-4 weeks later (and timing is everything in terms of data gathering at the moment). Both France and the Nordics have a greater proportion of organisations in recovery: For these, the pandemic hasn't disappeared, but they've adapted to it and are starting to plan for the future and execute their plans. Only a small proportion of organisations (between 15% and 20%, depending on the geography) think that things have returned to whatever normal is in today's world.

In the Nordics, that proportion (20%) is the highest we've seen in Europe so far, but it's still less than half the percentage that describe themselves as being in recovery mode (42%). There's variance by sector, with the services sector very likely to say that they're still in the middle of the crisis, while healthcare, pharma, public sector, and financial

services organisations are most likely to say they're recovering. Forty-four percent of mid-sized organisations say they've remained in crisis mode, compared to 32% of large ones. CXOs are most likely to say they're making significant changes to their strategy; perhaps as a result of wishful thinking, direct reports to CXOs and other functional heads—the people who'll be tasked with executing those strategies—are most likely to say that things are normal.

**Figure 4**

How would you best describe the attitude of your organisation to the pandemic at the start of 2022? Comparing selected EMEA geographies



## A greater sense of ambition

The “pandemic recovery path” is important because, as our research this year has consistently shown, the characteristics of clients at each stage are different. This is especially true where the level of ambition and expectations for future business growth are concerned, although, as we'll see later in this report, there are also important implications for expenditure on consulting services.

Overall, 63% of clients in the Nordic region say their corporate goals are more ambitious at the start of 2022 than they were before the crisis, but only 25% of clients in crisis mode agree, compared to 45% of clients in recovery and 47% of those in normality. This puts Nordic clients on a par with their counterparts in the UK and reveals them to be more positive than those in France. Although the sample size by country within the region is very small, so any variation at this level has to be viewed cautiously, organisations in Norway appear the mostly likely to be more ambitious, and organisations in Sweden the least.





## Frithjof Frederiksen, Deputy CEO, Bekk Consulting

### How do you feel the market has performed over the past year, and what are its key drivers?

The pandemic positively impacted demand for players like us who operate in the digitalisation space. The need for accelerated digitisation in user-facing processes among large enterprises and public agencies was a key driver of the market in 2021. Data and analysis also made up another very important trend driving the market over the past 12 months, both in the public and private sectors. There's an enormous amount of focus now on how to become more data-driven as a business, utilising big data, and using data to improve your organisation and the value you bring to your customers.

### Are clients looking for different kinds of capabilities now?

Overall, we didn't really see an impact on the general volume of projects. Things were fairly strong on that front: Projects continued and new work was launched because, generally speaking, clients realised that they could carry on working even throughout lockdowns as long as their initiatives had a good business case. In Norway, there were also long periods of time when we had fairly soft COVID measures, so things were pretty normal during these parts of the year. Throughout 2021, I think the market was fairly optimistic that we were turning a corner in the pandemic and getting back to normal—although, in hindsight, this didn't turn out to be the case.

On top of "traditional digitalisation work" like streamlining customer processes etc., we're also seeing both public and private clients undertake more profound initiatives to reshape their business and organisational models. They've realised that improving their customer experience requires a lot of organisational agility, not just technical agility, and so the principles around agile ways of working that we've seen in the tech world for many years are now filtering into spaces like marketing, innovation, product and service development, and how businesses are generally organised. A lot of clients have realised that big bang projects aren't necessarily right for organisational development, and so they're increasingly adopting a more continuous, incremental approach to changing how they work and organise themselves to become more agile. We're even seeing a move into hybrid organisational models in which some parts of an organisation will be made extremely agile to ensure they always respond to changing customer needs, while the parts that aren't subject to the same requirements are still functioning in a more traditional manner.

### As the pandemic continues to wind down, is improved freedom of movement having an impact on how you deliver your services?

There is a huge demand for getting back to normal and working together physically again. I think there are two drivers behind this. The first is that we're in a market with fairly young employees who typically prefer physical collaboration. In addition, there's also a lot of creative work and agile technical, strategic, and organisational development going on, which everyone feels works better when you're physically working alongside each other.

Going forward, though, I think we're definitely on our way towards establishing a mix of physical and digital collaboration. As consultants though, we are subject to our clients and their policies on this. Hence, how we work and deliver will vary from client to client depending on their demographics, policies, locations etc.

### In previous years, talent shortages have been a serious issue for firms in the Nordics region. To what extent are these challenges still affecting your firm, and what are you doing to combat them?

The general trend is unchanged in that there is still a strong demand for talent. You need to work really hard and really persistently to tackle this challenge; you can't let things like the pandemic impact your efforts. Overall, we're doing well: We're attracting the people we want to attract and the volumes we need to attract.

### Have the demographics of your core clients changed as a result of wanting to attract certain types of employees?

We're constantly trying to evolve our customer portfolio to ensure we're always exposed to clients and projects that aren't just profitable but are also exciting for our people to work with. Our experience is that what our talent do during their billable time oftentimes is just as important as compensation levels. If you can't maintain your attractiveness as an employer, then you're going to see a negative impact on growth and profitability very quickly anyway. The projects that people want to work on might be anything from taking on exciting innovation work within the private sector clients to very purposeful public sector work—such as, for example, working with the welfare agency during the pandemic to tackle the spike in unemployment.

**How do you feel the market has performed over the past year, and what were its key drivers?**

2021 was a good year. COVID obviously had an impact in terms of how we work and the cost structure, but it also had an overall positive effect on revenues. Firms with a strong client portfolio made up of large enterprises and a decent mix of public and private sector clients saw strong demand throughout the year and performed well. And I believe the need to continuously digitalise business process and the constant need to improve organisational agility remains the key driver in the market. In addition, the need for clients to transform how they utilise data to constantly improve processes and value propositions, is becoming a key market driver.

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# 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



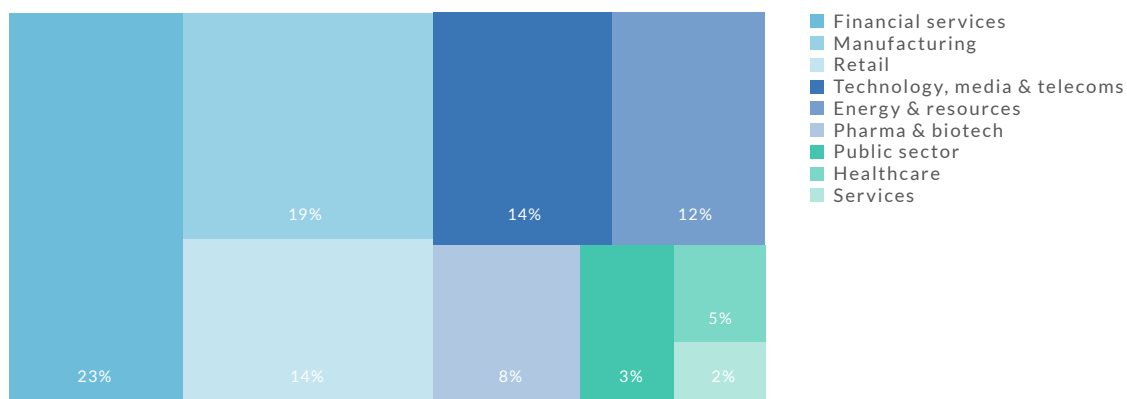
## Client perspective

We carry out a client survey to help us build a rich picture of how different trends in the Nordics are affecting clients' organisations and their use of consulting. One survey focuses on trends in the Nordics, providing detailed insights into the nuances of the market. For this, we surveyed 100 senior clients of consulting firms from across the Nordics, 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.

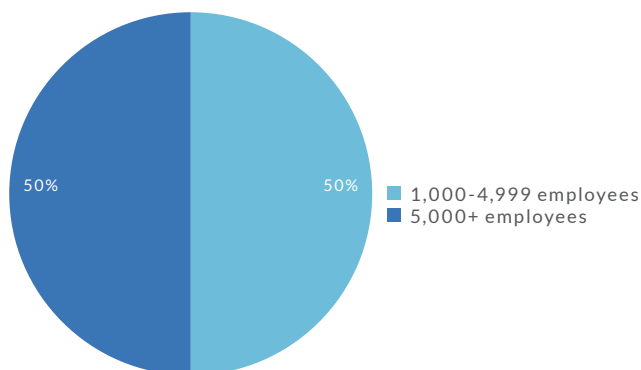
Figure 35

Respondents by sector

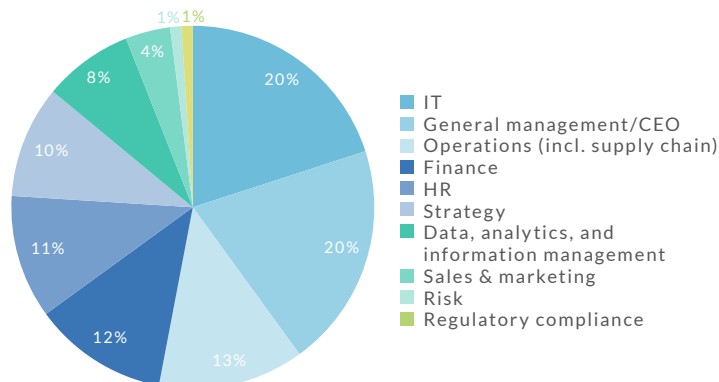


**Figure 36**

Respondents by organisation size


**Figure 37**

Respondents by function



### Interviews with senior consultants

In addition to our quantitative research, we interviewed 14 very senior consultants in the Nordics, 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 Nordics 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 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.



### 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
Sean Cory	Market Leader Nordics	Oliver Wyman
Frithjof Frederiksen	Deputy CEO	Bekk Consulting
Pontus Fulke	Partner	Centigo
Bjorn Hallin	Head of Advisory	KPMG Sweden
Ann Hellenius	EVP and Managing Director SweFi	Capgemini Invent
Ilkka Huikko	Partner – Financial Services Industry Leader	Deloitte
Christian Liljestrom	Partner, Advisory	KPMG Finland
Mads Raahede	Head of Advisory	KPMG Denmark
Carl Raning	Partner	Oliver Wyman
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Poul Skadhede	Partner	Valcon
Stig Thorgersen	Nordic Consulting Leader	EY
Petter Vold	Partner	PwC





## 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

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### James Beeby

James is our Research Manager at Source and works across the business to provide clients with research and analysis into firms, countries, sectors, and markets to understand the key trends impacting the professional services industry. James also plays a leading role in our internal research programme, tracking macroeconomic, political, and social changes to understand the risks and opportunities for client firms across a range of sectors and markets. He also evaluates research processes to unearth new and insightful ways of delivering original and impactful research and analysis. Prior to joining Source in 2019, James worked in the Singapore Ministry of Foreign Affairs in London as a political researcher.

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## About us

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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.

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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	Nordics Energy & Resources Technology, Media & Telecoms	
	May		China Japan	Next-generation Multidisciplinary Working
	June			
Q3	July	Tax South America Japan Africa Financial Services Sustainability 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

A powerful research tool that allows subscribers to keep up to date with the latest content being produced and maximise their return on investment. A series of reports that analyse the quality and effectiveness of thought leadership are published throughout the year.