

The DACH Consulting Market in 2022

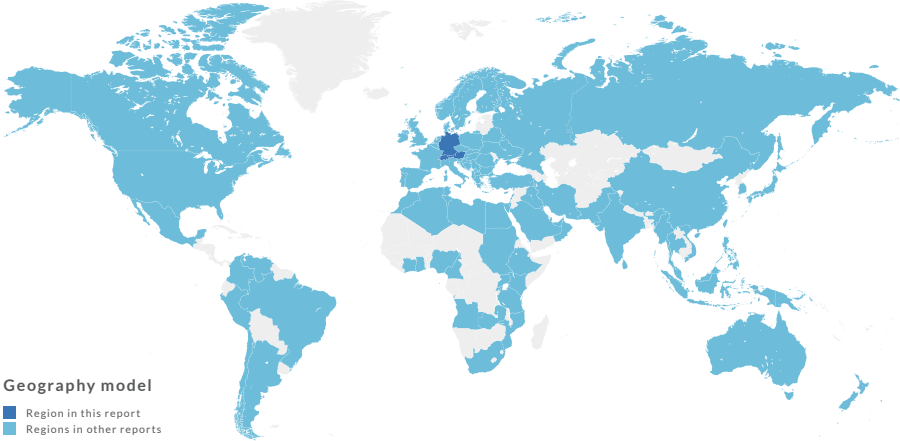
Market Trends Programme





What's included in this report

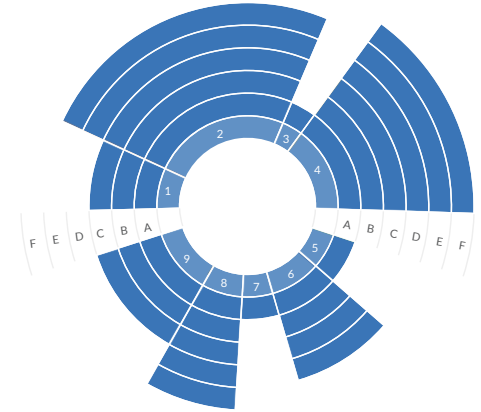
Our reports offer a wealth of market sizing, growth, and forecast data alongside engaging, in-depth analysis of the trends that matter. Using our highly flexible, multidimensional model we provide firms with robust, trusted data to make informed decisions about strategic investments and plan for the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



Geography model

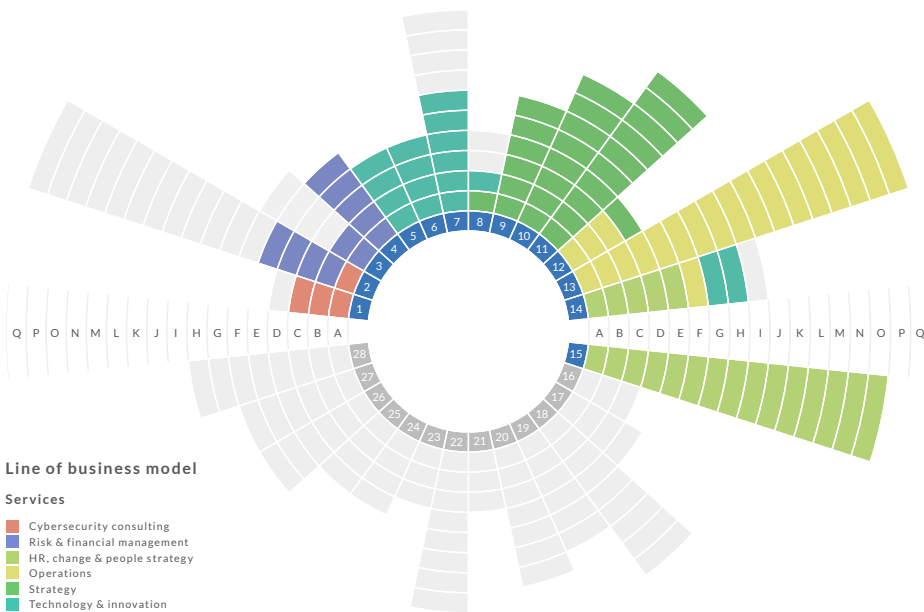
- Region in this report
- Regions in other reports

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



Line of business model

- 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

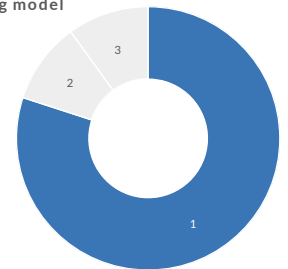
Capabilities

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|---|--|
| 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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The DACH consulting market in 2022

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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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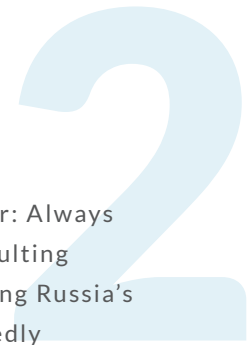
The DACH consulting market in 2021

Digitisation in this region has traditionally lagged behind the likes of the Nordics and the UK, but the pandemic spurred clients across DACH to prioritise investments in technology including remote working solutions, cloud migration, and cybersecurity.

While COVID-19 continued to be disruptive for DACH economies in 2021, the consulting market rebounded strongly from the setbacks of the previous year. Digitisation in this region has traditionally lagged behind the likes of the Nordics and the UK, but the pandemic spurred clients across DACH to prioritise investments in technology including remote working solutions, cloud migration, and cybersecurity. Sustainability came to the fore, as clients sought support responding to new ESG regulations. The pandemic-related supply chain crisis also boosted consulting demand with the region's large manufacturing base seeking outside help to rethink their supply chains and operations. This combination of pandemic recovery and renewed and new challenges came together to generate consulting growth of 10% overall across the region.

The consulting market in Germany, by far the largest in the region, grew 11% in 2021. Cybersecurity is in high demand around the world, and with the ongoing shift to cloud and remote working alongside GDPR compliance, it was no different in the DACH region where revenues rose 17% in this service line last year. After experiencing especially strict lockdowns in the first year of the pandemic, Germany's services sector proved particularly fruitful for consultants in 2021—with revenues up 16.2%—as clients sought support in exploring how technology & innovation could boost their recovery. Meanwhile, pharma & biotech clients looked to consultants to help with digitisation as a means to increase efficiency and capacity, with firms' revenues rising 14.7% as a result.

Similar trends contributed to a good year for consultants in Austria, where the market grew 9% overall. The fastest-growing consulting services in Austria were technology & innovation (11.7%) and cybersecurity (16%), amid an acceleration in digitisation initiatives across the market. In addition to the impact of COVID-19, a series of high-profile corruption scandals within the Austrian government boosted demand for digitisation, as public sector clients sought to increase transparency by digitising operations. Austria's pharma consulting market grew fastest among the sectors (14.4%), illustrating the need for pharma clients to catch up technologically. The market for consulting in the services sector grew almost as quickly (13.7%), driven by a rebound in demand from industries such as tourism and transportation, previously struck down by Austria's restrictive lockdowns.



The client perspective

The DACH region, especially Germany, is particularly exposed, as Russia supplies almost one third of its natural gas.

Our DACH survey data has particular significance this year: Always important because of the relative size of the German consulting market, our 2022 research took place in the weeks following Russia's invasion of Ukraine and the imposition of an unprecedentedly severe set of economic sanctions against Russia. The DACH region, especially Germany, is particularly exposed, as Russia supplies almost one third of its natural gas.

Our data bears witness to a regional economy that, although historically one of the strongest in the world, is transitioning from one crisis (COVID-19) to another—potentially one of acute energy supply disruption. DACH clients might be forgiven for being less confident than their counterparts elsewhere in EMEA, but that is not the case. While the Russia-Ukraine conflict is certainly having a discernible impact, clients' patterns of behaviour in DACH are not out of line with those in the rest of Europe.

Challenges are significant and plentiful, but there is no evidence of them yet deterring DACH clients from making more use of consulting support. This should not lead to complacency on the supply side: As this report also demonstrates, client-buying behaviour is changing.

Greater ambition will drive the corporate agenda in 2022

A slow road to post-pandemic recovery

In the late winter of 2021, we asked DACH clients when they thought business life would return to normal. Eight percent said it had already done so, and around a quarter said it would do so by the end of July. In total, 92% thought that they would be done with COVID-19 by the end of 2022. The emergence of the Omicron variant in December 2021 put paid to what might have been considered a reasonable hope. In reality, 2021 saw constant swings between rising and falling infection rates, accompanied by periods of both optimism and pessimism.

As a result, in early 2022 clients are far more cautious. The proportion of those that think life has returned to whatever we now define as "normal" has risen to 23%, but that is more than outweighed by the third who say their organisations are still struggling to deal with the pandemic. The largest proportion of clients in the DACH region—46%— describe themselves as being in recovery mode—planning for, and adapting to, the end of the pandemic.

These proportions are in line with those we have seen elsewhere in Europe: Across EMEA, only the Gulf region stands out, with almost 50% of clients saying things are normal. As our research in the DACH region took place a couple of months after that in the UK and in France, the picture appears to be improving, but slowly.



— Insights from consultants

Interviews with consulting leaders



At Source, we have always believed that the only way to truly understand a consulting market is to have real conversations with the consultants who are on the ground working in that market, serving their clients day in and day out. Below, you'll find condensed versions of our most recent discussions with DACH' consultants, as they reflect on 2021 and, in the case of a few brave souls, venture a guess as to what comes next.



Yilmaz Alan, Partner, EY

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

We recognised in the last decade a huge push towards digitisation. COVID-19 also caused a strong push around the future of work, including the new hybrid working environment and (video) conferencing. These were only superficial changes, though. The bigger impact has been that companies recognise that they have to digitise their entire business if they want to gain a competitive advantage. As customers are continuously surrounded by digital technologies the companies that are at an advantage are those that have stronger digitisation across their business.

This has obviously increased the demand for professional services firms, especially consulting firms. We've seen our highest growth rates, with the main driver of this being technology work. We've seen demand come from the top-line angle, with customers asking how they can digitise their business, realise new business models, and create new customer channels. We've also seen bottom-line demand from organisations around consolidation and outsourcing in order to free up capacities so they can concentrate on more value-adding activities. Both of these angles have been impacted strongly, which has caused a huge push in consulting demand.

Are you seeing any other changes in what clients are demanding?

We're observing a massive internationalisation of business on the client side, which is in turn having an impact on us. The way we deliver projects has changed in that, now, we're more and more international in what we're doing. Remote and hybrid working have made it easier to staff international colleagues, and companies such as ours that have a common structure in their operating countries have been able to quickly ramp up resources from abroad, thus giving us advantages over other companies.

How are clients responding to hybrid working? Is there a push to go back to fully in-person delivery? I've had multiple requests from clients to meet on-site, but I think clients only want us to do so for selected appointments rather than every meeting. We knew right from the beginning that there would be something of a return to the office because if your competition is meeting their client on-site, you're naturally going to do the same.

On the delivery side, although a large share of our consultants are still working from home, I see that

many of them are desperate to come back to the office to meet with each other. In-person working is crucial for employee retention and satisfaction. When communication is reduced to virtual-only without being social together—which I think is a fundamental part of being a consultant—things get more challenging in the long run.

How are you responding to the talent crisis?

In feedback about improving retention, staff told us they wanted a clear path for developing their career and content knowledge. Traditionally, the consulting career trajectory has been to go from consultant to senior consultant and so on, but we've moved to a more expertise-driven career path. Now, we're providing a platform for people—especially tech-savvy candidates—to develop their careers with a structured plan. This gives them visibility on what they need to do to reach the next level.

Having fun is also very important, of course, as is money. Inflation and the increased turbulence we're seeing in the world—from climate change to the pandemic and the war in Ukraine—means that economic stability and security have become increasingly important for the many people. That wasn't the case five or six years ago, when the most important things for staff were topics like work-life balance.

In our research, we've seen that expertise is often really high on clients' added value rankings. Is this something you're experiencing, and do you think this is why your employees are looking to drive their own expertise?

Yes, expertise and domain competence are of massive importance to clients—that's what they expect from consultants. However, the issue is that many of the topics we handle are very innovative, so it's hard to present credentials. No one is able to show that they've been doing something like the blockchain or the metaverse for 10 years, for example, because these topics are relatively newer. So, some of the aspects have to bring is the ability to reduce complexity and drive projects in a straightforward manner.

To what extent are you seeing demand grow for ESG-related services?

Although ESG has been on top of boards' agendas for the last few years, there is now more and more



regulation forcing companies to have an ESG strategy. Obviously, this then creates new opportunities for consulting and professional services firms around things like tax regulation, company culture, change, reporting, and setting up IT architecture to enable that.

What are your priorities as a firm?

Technology is one of our core focus areas. Under that broad header, there are several subsections. The first is the massive shift to the cloud and cloud-based data platforms. If clients want to realise things like autonomous driving or the Internet of Things, for example, they need a cloud-based data platform. This isn't just a technical topic—it's also about how corporations are transforming the way they operate. In our discussions with clients, we're trying to talk about how they have to change as an organisation so they have a future-proofed business model, rather than just about how they can achieve these things from a technical perspective.

After technology and digitisation, sustainability is another high priority. Optimising operations and ERP solutions are also a key focus, as companies are spending huge amounts of money on modernising their application landscapes and moving towards so-called real-time solutions, alongside software from firms such as SAP. With all this increased digitisation, companies are also becoming increasingly vulnerable, so cybersecurity is another very important area. Function-wise, supply chains are definitely a focus, too, because, as we saw during the pandemic, optimising value chains are very important to organisations.

What impact, if any, do you think the Ukraine crisis is going to have on the DACH consulting market?

The impact on us will depend on the impact on our clients. For example, we've had multiple clients in the automotive industry with production facilities in Russia or Ukraine who have had to work out how they want to handle the situation quite quickly, considering the sanctions we're seeing. In production-heavy industries like that, changes can't be made in days because you have to replace things that have been built up over decades.

We've seen an impact on the IT industry, too. A lot of software companies had moved their delivery hubs to Ukraine and Russia but, because of the crisis, the technical facilities they built up had to be replaced, which required mitigation strategies.

Aside from digitisation, are there any other things that you think firms have to be doing at the moment if they want to be a viable player in the marketplace?

Everyone's top priority is attracting and retaining the most talented resources. At the moment, for example, if you have a competency in digitisation, everyone will be trying to attract you.

Another key focus for the consulting industry is how firms are shaping their service offering by incorporating more and more automated solutions into their service delivery. Offering things like managed services—where you're enriching technical solutions with value-adding consulting topics—is continually a topic of discussion.

We also have to think about how we're optimising our service delivery model in terms of near- and off-shoring. In many of our projects, we work with colleagues from countries such as Poland, India, Spain, and Portugal. We're ramping up delivery hubs in the Mediterranean countries because of their relative proximity to Germany, France, and the UK, which is important. Even when it comes to my projects in Germany, for example, my Italian teams can travel to Munich faster than colleagues in Hamburg.

For our clients to be prepared for upcoming challenges, I think it will be more important that they change the way they operate and their culture than it will be to replace their legacy technologies. We simply don't know what will happen in the next five years because there are so many disruptive developments being made such as blockchain, the metaverse, and quantum computing. What do you do when computers are able to hack encryption methodologies? Those technologies will be game-changers. I think it's obvious that things will increasingly move into the digital sphere, so we have to create a hybrid environment and provide services within that environment. We're pushing very hard in these areas.



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 DACH are affecting clients' organisations and their use of consulting. One survey focuses on trends in the DACH, providing detailed insights into the nuances of the market. For this, we surveyed 100 senior clients of consulting firms from across the DACH, 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 41

Respondents by sector

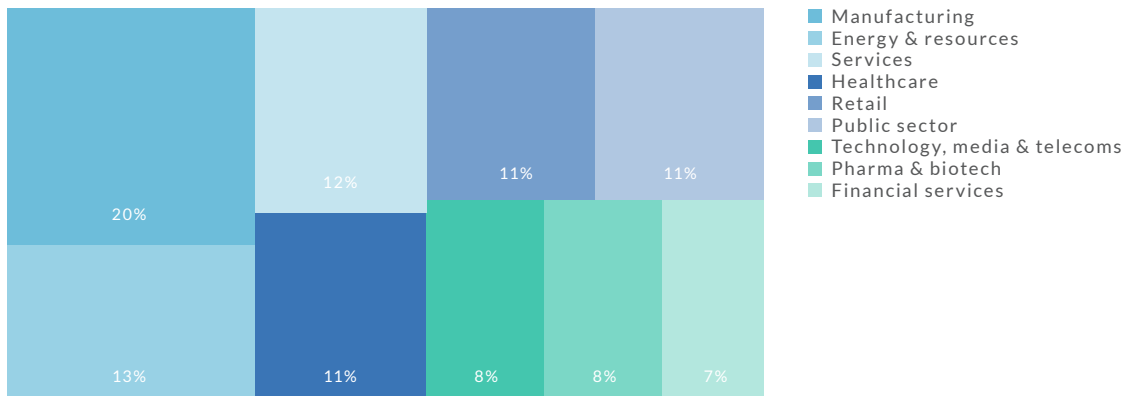
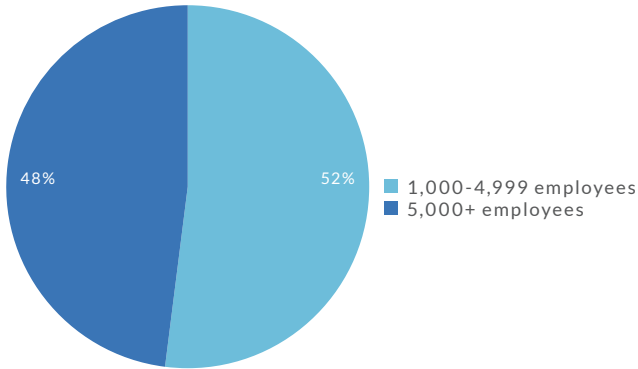


Figure 42

Respondents by organisation size



Interviews with senior consultants

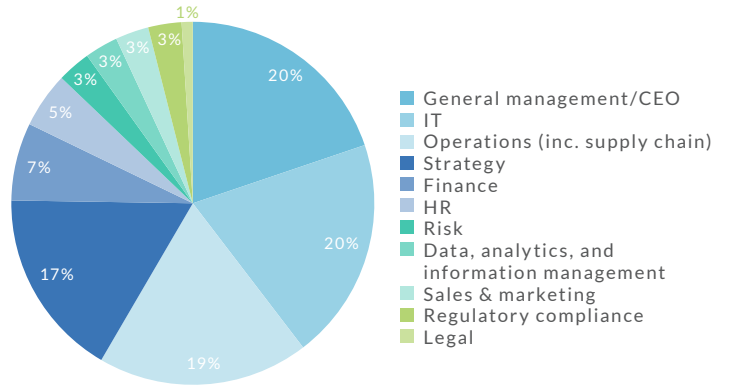
In addition to our quantitative research, we interviewed 13 very senior consultants in the DACH, representing most of the leading consulting firms in the geography and many smaller local specialists, to understand more about how the consulting market is performing and the major trends, changes, and challenges consultants and their clients face. Throughout the year, Source analysts remain plugged in to the global consulting market through our bespoke research and consulting projects, adding further depth to our understanding of the consulting industry.

In-depth desk research

We also conducted a thorough PEST analysis in the DACH 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 43

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.



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
Yilmaz Alan	Partner	EY
Axel Borcharding	Member of the Board	Horváth
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Meet the expert

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

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How we can help you _____

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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 China South East Asia	Nordics Energy & Resources Technology, Media & Telecoms	
	May		China Japan	
	June			Agility and Multidisciplinary Working
Q3	July	Australia Tax South America Japan Africa Financial Services Sustainability Energy & Resources		Managed Services: Opportunities and Challenges
	August		Risk Tax	
	September		Audit	Products and Services: The New Consulting Mix
Q4	October	Risk Consumer Products & Retail Healthcare & Pharma Planning for Growth in 2023		
	November			The New Consulting Value Chain
	December			

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