

Report  
March 2023

EXTRACT



# PERSPECTIVES

Perceptions of Consulting  
in Retail in 2023

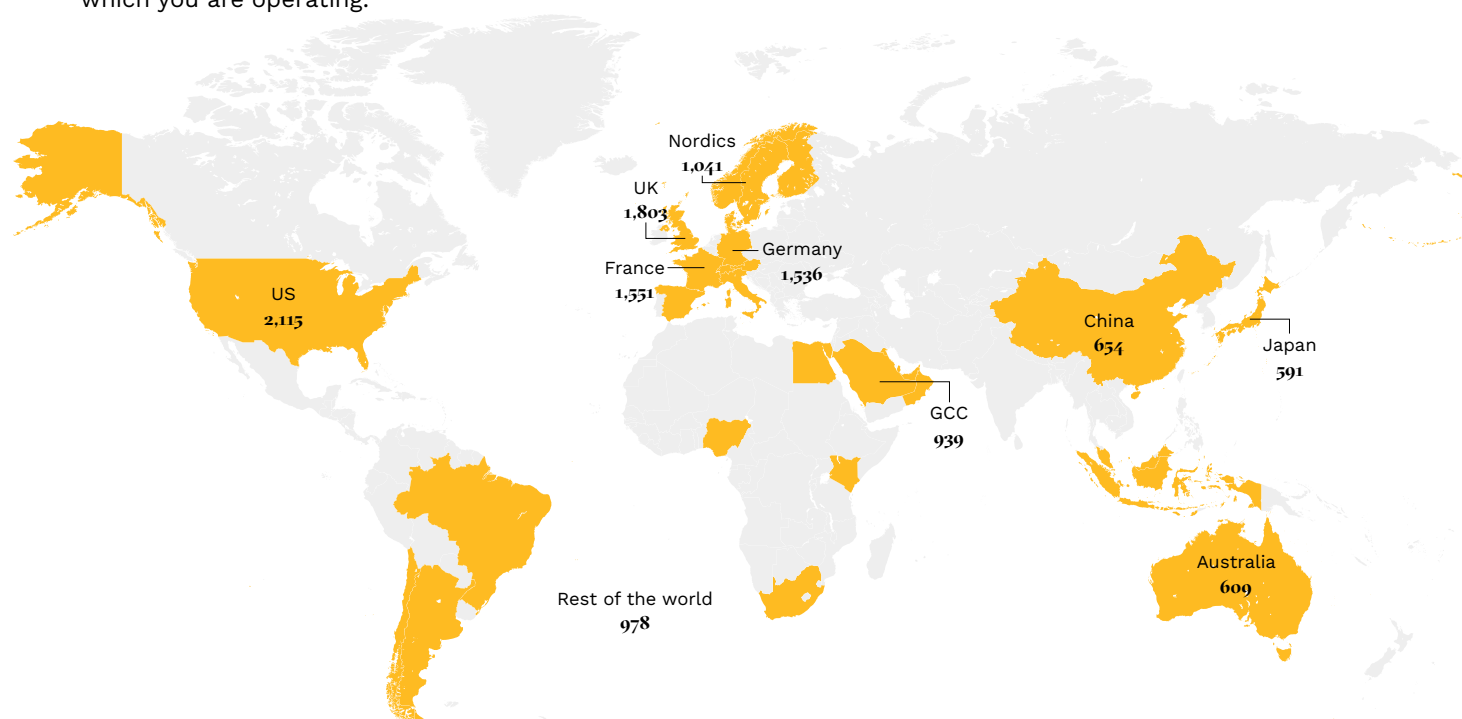


# What is this Client Perception Study?

Underpinned by our extensive and industry-leading client survey, this report reveals what senior end-users think about the leading consulting firms in the retail sector. The report contains a detailed analysis of the client journey and examines how clients see firms differently as they move from awareness, to shortlisting a firm, to then becoming direct clients and heavy users of a firm. The report also includes rankings of the leading firms, in order to help you better understand your firm's positioning in the market, and the overall competitive landscape in which you are operating.

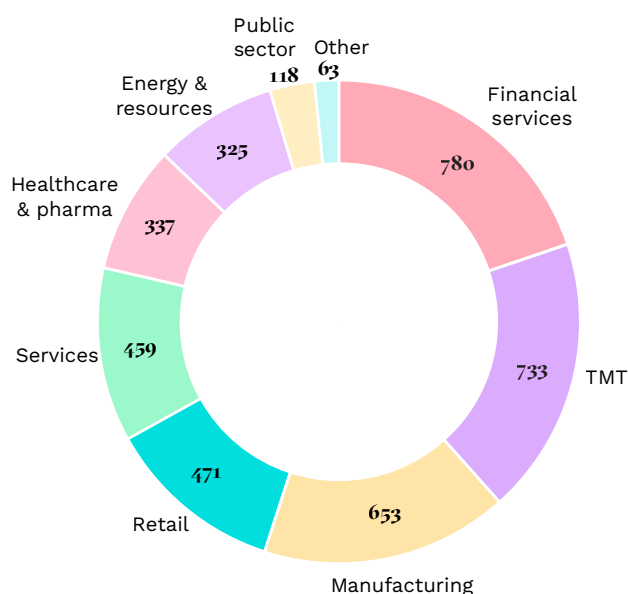
Created to provide you with a snapshot of client views, and to better understand how well positioned your firm is to support clients' needs, this report also comes with individual firm profiles to allow you to better understand your competition.

Below, we have illustrated the survey responses that underpin the analysis included in this report. You can read the full methodology [here](#).



## Who did we talk to?

We have 471 responses from our survey of executives, directors, and senior managers in the retail sector undertaken in November to December 2022, all of whom have been responsible for buying consulting services in the past two years. We ask all respondents about three firms they're familiar with, giving us 1,413 responses about different firms. They represent a wide range of sectors and business functions, and 88% work in organisations that generate more than \$500m in revenue.



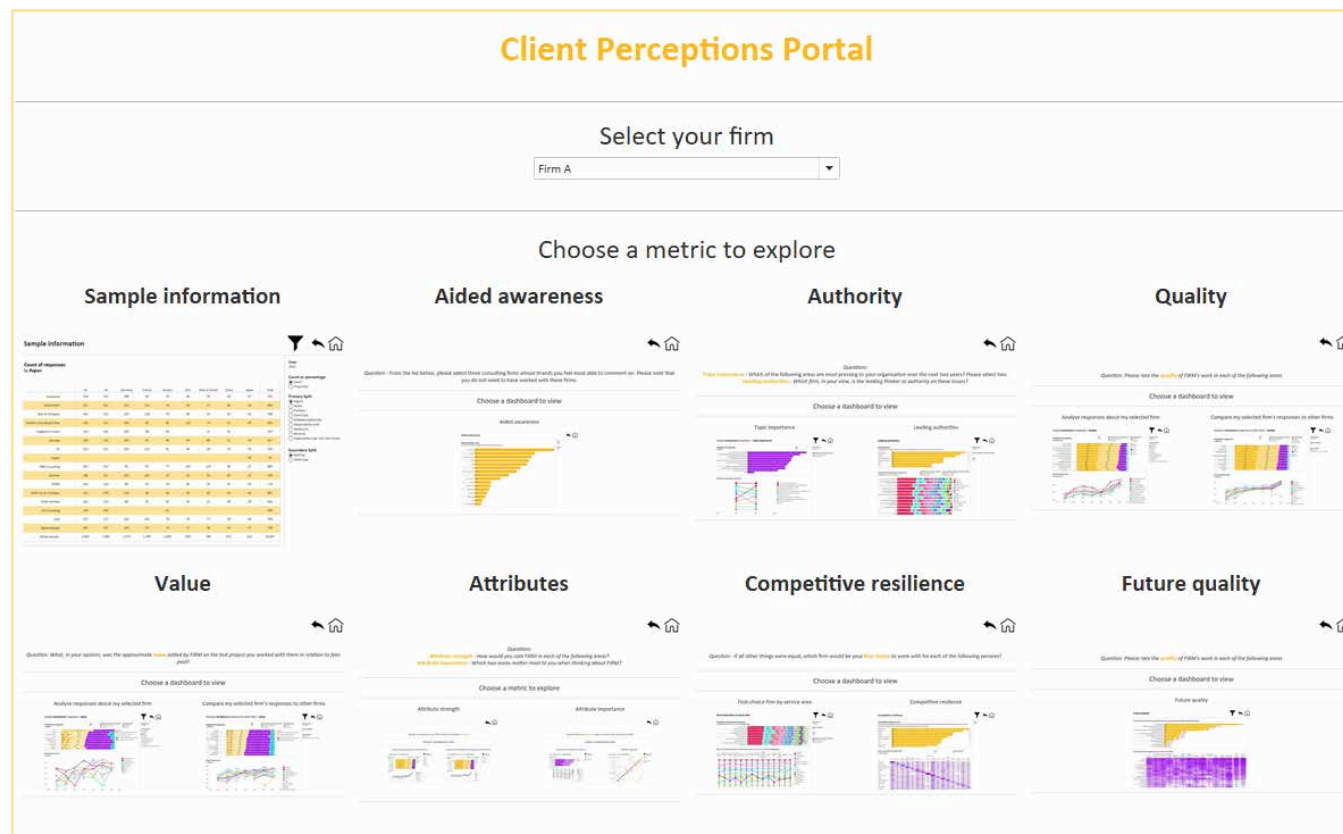
## Which firms are included in this report?

	Did we ask about this firm in this market?	Detailed profile available?
Accenture	✓	✓
AlixPartners	✓	✓
Bain & Company	✓	✓
Boston Consulting Group	✓	✓
Capgemini Invent	✓	✓
Deloitte	✓	✓
EY	✓	✓
Fujitsu	✓	X
IBM Consulting	✓	✓
Kearney	✓	✓
KPMG	✓	✓
McKinsey & Company	✓	✓
Oliver Wyman	✓	✓
PA Consulting	✓	X
PwC (including Strategy&)	✓	✓
Roland Berger	✓	✓

## Discover more online

The data contained and referred to within this report is also available online on our new, redesigned online portal, where it can be sorted and filtered according to your preferences, also providing access to historic data from our past surveys back to 2016.

To access the data, visit the main [report page](#) and click the blue “Explore the data” button. Alternatively, you can visit the data portal page at <https://reports.sourceglobalresearch.com/portal/abacus/9409/dataview-retail-cps-2023-customer-data-portal>.



When you log on, you'll notice a sample information dashboard. Here you can check the sample size for certain cuts of the data. In addition, hovering your cursor over values on a chart will display the number of responses related to that particular value. If you have any questions about any of the data, please [contact us here](#).

## How are these studies different?

The views about each firm expressed in this report come from senior end-users of professional services—your clients and prospects, in other words. They differ from typical feedback studies firms often perform with their own customers in three important ways:

- **A multi-firm view.** Our reports enable consulting firms to see how they stack up against their competitors in the minds of clients.
- **A view from prospects, not just existing clients.** We include the views of direct clients (those who have bought services from a firm on a reasonably regular basis) and prospects (clients who feel qualified to share an opinion about a firm but aren't among the firm's direct clients). Prospects may have had exposure to the work the firm has done elsewhere in their organisation or have simply formed an impression based on reading a firm's thought leadership or being exposed to its marketing in some other form. This enables us to understand what we tend to think of as a firm's "brand pipeline", and about the differences between expectation (prospects) and reality (direct clients). It also tells us something about the differences between a firm's marketing and what it actually delivers.
- **Independence and expertise.** The trouble with conducting your own client research is that clients are often reluctant to express negative views about firms (and people) with whom they've worked closely. They have no such concerns when they're telling us. Added to which, we're able to bring the expertise we've gained over years of analysing the consulting market to bear, helping to interpret the results within the context of the wider market and the strategic priorities of consulting firms.

It's important to remember that this is a study of client perceptions; a summarised view of what we're hearing from the market. It's not Source's view, nor is it a comment on market share or a recommendation to clients about which firms to buy from. The audience of these reports is very much the firms featured in them, and those interested in the strength of the competition in any given market.

We profile individual firms in our reports—indeed this remains one of the most popular parts of the reports with readers—and we do, separately, provide tailored presentations to firms that buy this report, contextualizing the results for that individual firm. However, our Client Perception Studies are not exhaustive studies of clients' opinions about specific firms that remain statistically robust when filtered to provide detailed data about views at a very granular level of the market, and are not designed to replace the sort of in-depth client research that many firms often ask us to carry out for them.

All analysis is our own—as experts in interpreting client data, our aim is to help you make sense of it and bring the important messages to your attention quickly. It is not possible to influence our rankings either by subscribing to our research or by paying us money—it never has been and it never will be. To that end, Source is completely independent of any professional services firm we work with or comment on.

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Our report mainly draws on our annual global client perceptions survey of senior end-users of consulting firms. A detailed view of our methodology and more information about Source can be found below:

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