

EXTRACT



Market Trends

MARKET

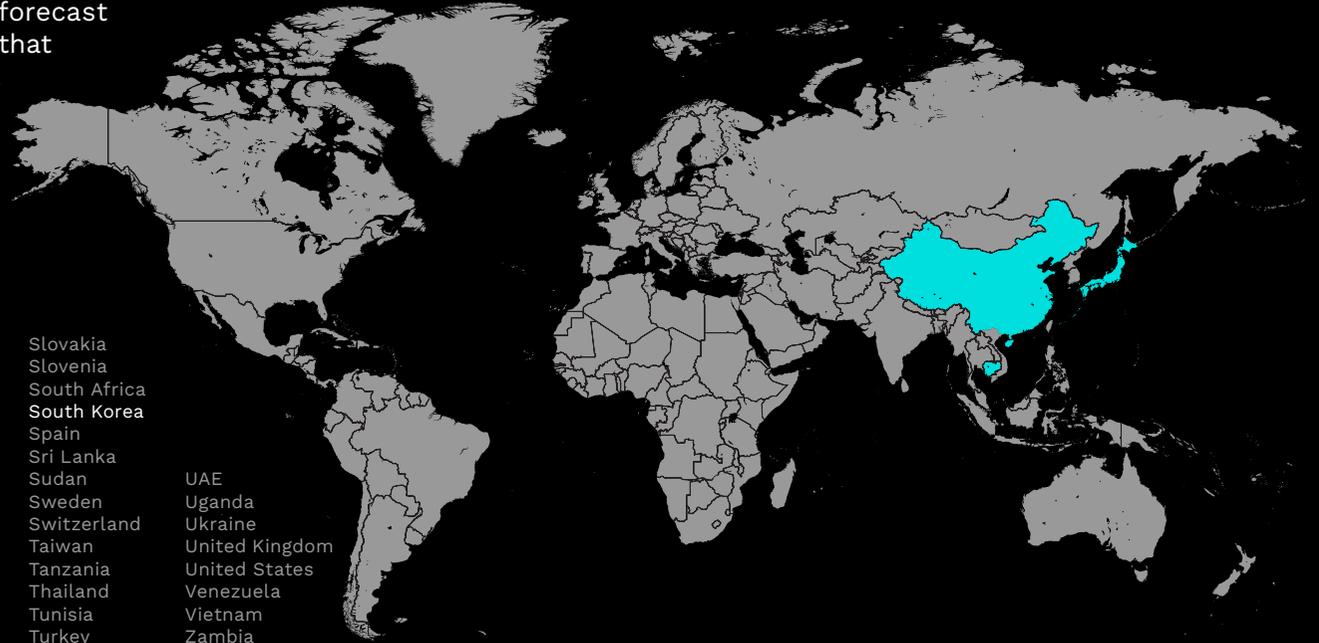
**The East Asia Consulting
Market in 2024**

Report

June 2024

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

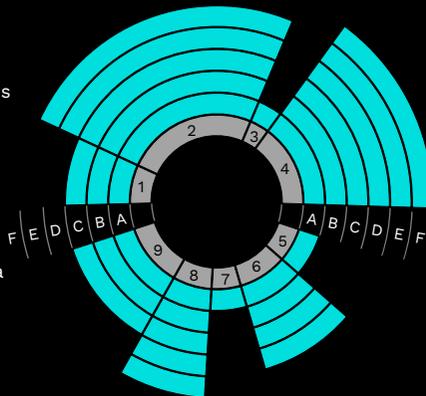
Countries covered

Albania	Chile	Greece	Libya	Pakistan	Slovakia	
Algeria	China	Hong Kong	Luxembourg	Papua New Guinea	Slovenia	
Angola	Colombia	Hungary	Malaysia	Peru	South Africa	
Argentina	Côte d'Ivoire	India	Mexico	Philippines	South Korea	
Australia	Croatia	Indonesia	Morocco	Poland	Spain	
Austria	Cyprus	Iran	Mozambique	Portugal	Sri Lanka	
Bahrain	Czech Republic	Iraq	Myanmar	Qatar	Sudan	UAE
Belarus	Denmark	Ireland	Netherlands	Romania	Sweden	Uganda
Belgium	Egypt	Israel	New Zealand	Russia	Switzerland	Ukraine
Bosnia	Ethiopia	Italy	Nigeria	Rwanda	Taiwan	United Kingdom
Brazil	Finland	Japan	North Macedonia	Saudi Arabia	Tanzania	United States
Bulgaria	France	Kenya	Norway	Serbia	Thailand	Venezuela
Cameroon	Germany	Kuwait	Oman	Singapore	Tunisia	Vietnam
Canada	Ghana	Lebanon			Turkey	Zambia

Sector model

Sectors

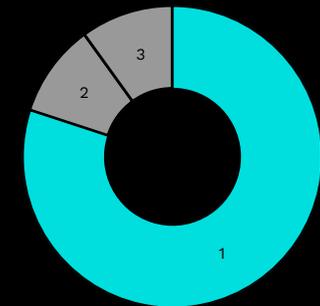
- 1 Energy & resources
- 2 Financial services
- 3 Healthcare
- 4 Manufacturing
- 5 Pharma & biotech
- 6 Public sector
- 7 Retail
- 8 Services
- 9 Technology, media & telecoms



Sub-sectors

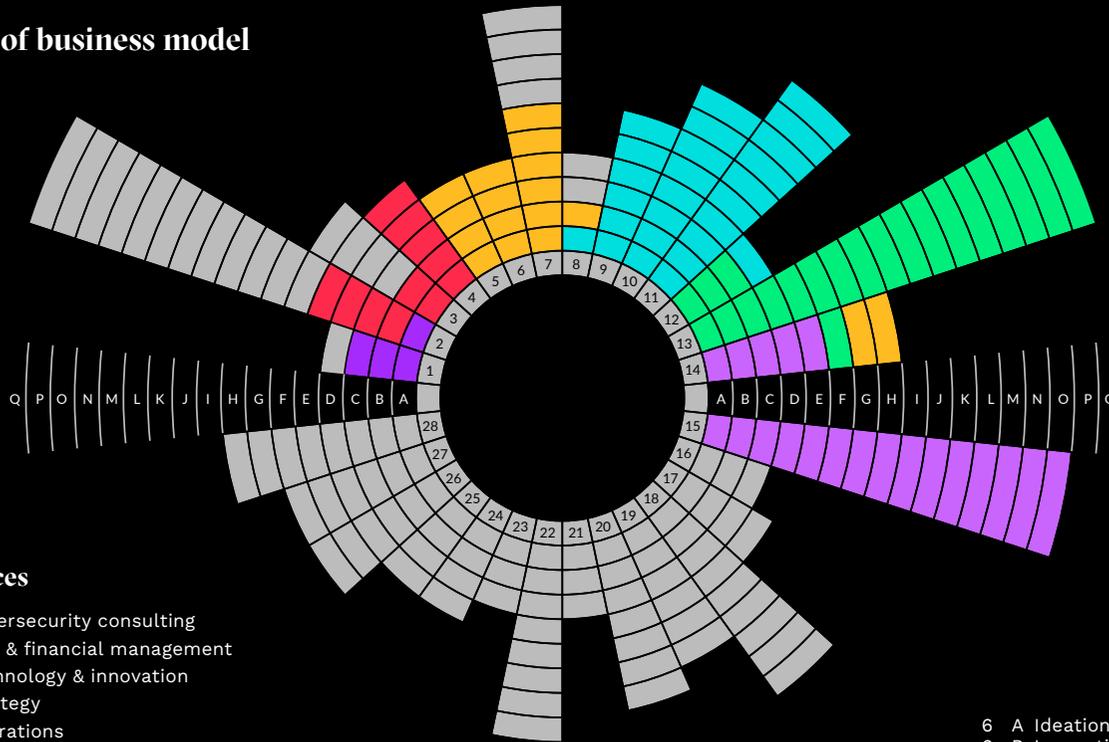
- | | | |
|--------------------------------------|-----------------------------|-----------------------|
| 1 A Energy | 4 A Aerospace | 8 A Business services |
| 1 B Primary resources | 4 B Automotive | 8 B Leisure |
| 1 C Utilities | 4 C Construction | 8 C Logistics |
| 2 A Banking | 4 D Consumer electronics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

The revenue-earning model



- 1 Consulting
- 2 Managed service
- 3 Other (contingent fees, software licensing, associate networks)

Line of business model



Services

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

Line of business

- | | |
|---------------------------------|------------------------------|
| 1 Cybersecurity | 20 Legal |
| 2 Risk | 21 Litigation |
| 3 Forensic | 22 Marketing & creative |
| 4 Financial management | 23 Network engineering |
| 5 Design & UX | 24 Product engineering & R&D |
| 6 Innovation | 25 Recruitment |
| 7 Technology | 26 Software engineering |
| 8 Data & analytics | 27 System integration |
| 9 Research | 28 Tax |
| 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 | |

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 |
| 14 A Purpose-led strategy & change |
| 14 B Resource-efficiency implementation |
| 14 C Resource-efficiency strategy |
| 14 D Social impact & trust |
| 14 E Sustainable investment |
| 14 F Sustainable supply chain |
| 14 G Clean technology |
| 14 H Green IT |
| 15 A Benefits, compensation & pensions, excluding actuarial & investment advice |
| 15 B Change management |
| 15 C Diversity & inclusion |
| 15 D Employee engagement |
| 15 E Governance & board effectiveness |
| 15 F HR strategy & effectiveness |
| 15 G Leadership |
| 15 H Organisational design & culture |
| 15 I Organisational training & development |
| 15 J Outplacement |
| 15 K Pension fund evaluation & advice |
| 15 L Performance management |
| 15 M Stakeholder management |
| 15 N Talent management |
| 15 O Team effectiveness & collaboration |

Contents

Underpinned by our MegaModel, our reports deliver an independent and objective understanding of the markets that matter most; including everything from key trends and growth opportunities to the latest views of consulting leaders and a detailed analysis of the buyer's voice.

1

What really matters

We identify the things that really matter to firms—a snapshot of the most important dynamics in the market.

The big answers

We ask Source's experts what they think are the big opportunities and risks in today's market.

>> Pages 5-10



2

Market overview

Bringing together our market data, forecasts, and analysis, we provide a comprehensive picture of the state of play from a geographical, sector, and line-of-business perspective.

>> Pages 11-17



3

Client priorities

Using data from our survey of senior buyers of consulting, we explore the most important priorities, opportunities, and challenges for clients.

>> Pages 18-34



4

Implications for firms

We take a look at the factors influencing clients' buying behaviours, and what this means for the services firms provide.

>> Pages 35-43



5

Insights from consultants

In this series of interviews, senior leaders from professional services firms offer their perspectives on what really matters in the market today.

>> Pages 44-51



About this report

>> Pages 52-58

About us and other reports

>> Pages 59-60

1



“We can see that the pressure is on for clients in terms of cost cutting.”

Michael Babilon-Teubenbacher, CPC Consulting (Beijing)

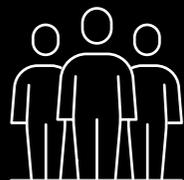
What really matters

- Three things for a firm to act on6
- The big answers... on the consulting market in East Asia9

Three things for a firm to act on

1

Growth in the East Asia consulting market slowed from 8.9% in 2022 to 1.3% in 2023 but looks set to make a steady recovery to 4% in 2024.



5.5%

The public sector is now East Asia's fastest growing consulting market—growing 5.5% in 2023

Expectations were high among consultants in East Asia moving into 2023. COVID-19 restrictions were being lifted and clients were optimistic about what this would mean for growth, particularly as they were armed with a lot of the dry powder held in place during the pandemic. But the deteriorating global macroeconomic picture wore away at this optimism—and quickly. Consumer demand floundered as higher interest rates ate away at confidence, while a weakening yen in Japan and a major shock to the system in the form of the bankruptcies of Evergrande and other major real estate players in China meant that clients' appetite for investment swiftly dwindled.

All this had a substantial impact on consulting demand. Growth slowed from 8.9% in 2022 to a very modest 1.3% in 2023.

However, there were still areas of demand that remained robust during this challenging time. Clients continued to spend on cybersecurity and technology consulting, as a shortage of the requisite skills in the market prompted clients to look to consulting firms to help fill the gaps. This was particularly the case in Japan: The need for talent combined with government investments in digital transformation and cybersecurity prompted an overall increase in consulting demand of 4.0% in Japan in 2023.

2



“The consumer goods and retail space is beginning to turn a corner and we remain optimistic about long term prospects. There’s growth in life sciences/wellness because, post-COVID, there is a greater appreciation for health.”

Robert Hah, Accenture

Market overview

- The East Asia consulting market in numbers 12
 - Breakdown by country 13
 - Breakdown by service..... 14
 - Breakdown by sector 15
- Growth in the East Asia consulting market slowed to just over 1% in 2023, but we forecast a modest recovery in 2024..... 16
- The public sector market is the fastest-growing in East Asia, but financial services remains the largest..... 17

3



“Everyone is talking about GenAI, though we’ve not seen a huge increase in demand. However, we do get projects around governance and structural support for AI.”

Takuya Iwasaki, KPMG

Client priorities

- What are clients’ top needs and priorities? 19
- Where are clients set to invest?.....24
- Use of consultants 30

Technology looks set to remain a key driver behind clients' investment decisions, due to the need for efficiency and competitive pressures

Eighty-four percent of clients in East Asia told us that they increased their technology budgets in the past year. Clients in China emerged as the most active investors in the past 12 months, with a third of clients stating that their technology investments had been significant. Despite these increased rates of spending, clients intend to invest further over the course of the next 18 months, with 89% of clients stating that they expect their technology investments to increase. Again, this is an area where clients in China buck the trend: Forty-five percent expect a substantial increase in their technology spend in the next 18 months.

However, the motivations for this increase are unique to the context from which they arise. For clients in China, the need to become more productive drives technology investment, with clients looking at new ways of doing things quicker and more cost-effectively to navigate the economic and geopolitical headwinds they currently face.

In Japan, the primary driver behind technology investments is competition. With companies accelerating into international markets over the last few years, the competitive landscape facing companies in Japan, particularly in the automotive and manufacturing sectors, has become exponentially more complex. As a result, clients are looking to leverage technology to enhance decision making and accelerate the time to market for new products and services.

Customer experience being named the primary motivation for increased technology spend in South Korea also echoes some of these competitive dynamics. In an increasingly tech-savvy market, there is a growing expectation for clients of all stripes to offer a very high standard of seamless online experience. As a result, technology investments are seen as the foremost means of resisting customer churn and ensuring high levels of retention and satisfaction.

Figure 16

Current and future client investment in digital technology

How has your organisation's investment in digital technology changed in the last year?

How do you expect your organisation's investment in digital technology to change in the next 18 months?

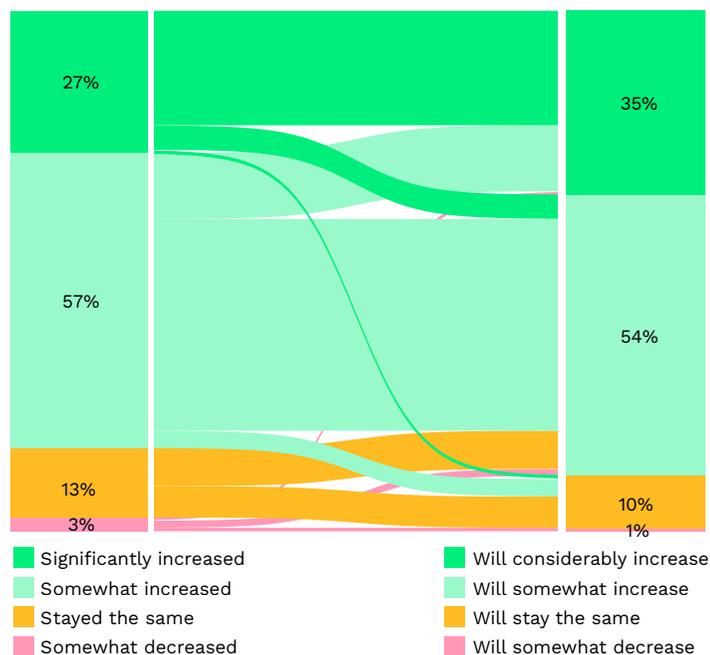
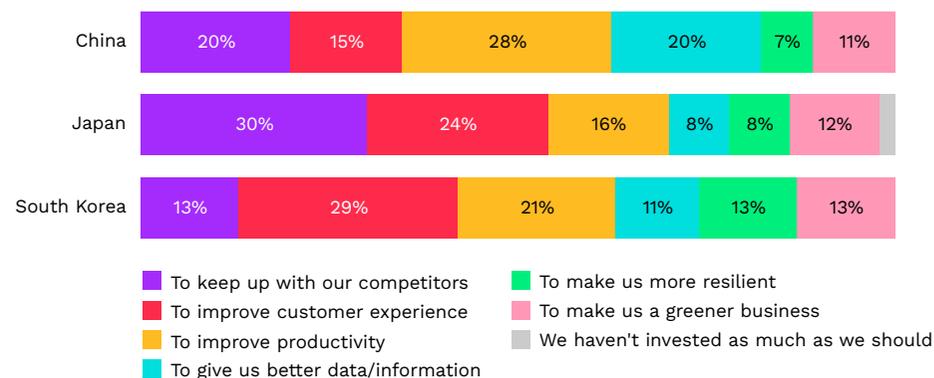


Figure 17

What is the main reason for the increased investment in digital technology in the next 18 months?



Use of consultants

Despite the pressures facing clients, they are reluctant to curtail the size and scope of projects—if there is clear evidence of the value being created

When we asked clients about the extent to which they had cancelled, descoped, or deferred consulting engagement over the course of the past year, due to the increased economic pressures they are facing, the responses offered some cause for optimism. When compared to other major consulting markets, clients in East Asia appear more willing to follow through with projects and less likely to curtail consulting spend, despite the challenging backdrop. A significantly higher proportion of clients in other markets told us that they were cancelling or deferring consulting projects—56% of clients in Germany; 53% in Australia and France, and 52% in the UK—a stark contrast to 27% in China, 18% in South Korea, and only 5% in Japan.

This highlights a sense of determination to see the required consulting projects through to the end, but with implications for the amount clients are willing to spend on consulting services. Most clients told us that they had spent their consulting budget as planned, albeit with a slight degree of variation on the eventual outcomes of these projects. Only 1% of clients spent less than they originally anticipated across the region.

These trends are particularly pertinent in the context of Japan. Our earlier data showed that clients in Japan were the least confident in the current market, and yet are the least likely to cancel projects and are very likely to spend the money set aside for consulting projects. This highlights the necessity clients see in continuing to use consultants, and the value they bring despite the pressure to cut budgets where they can. However, this does not mean that clients will be spending without a close eye on the tangible benefits created by working with a consulting firm. In fact, very much the opposite; clients will not be afraid to look elsewhere if they feel that the amount they are paying for consulting does not directly reflect value for money.

Figure 22

To what extent have you cancelled, descoped, or deferred consulting projects in the last year?

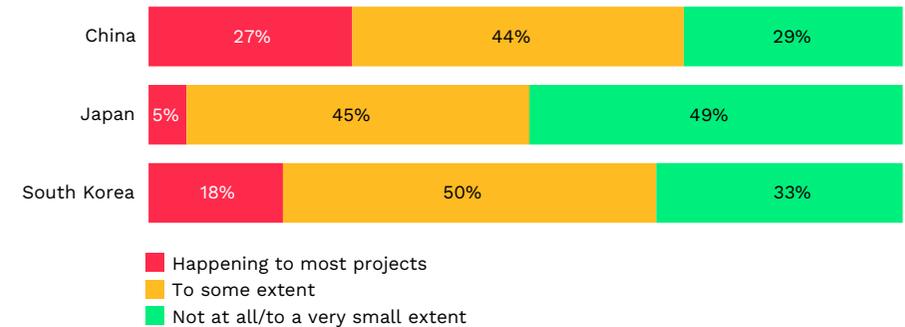
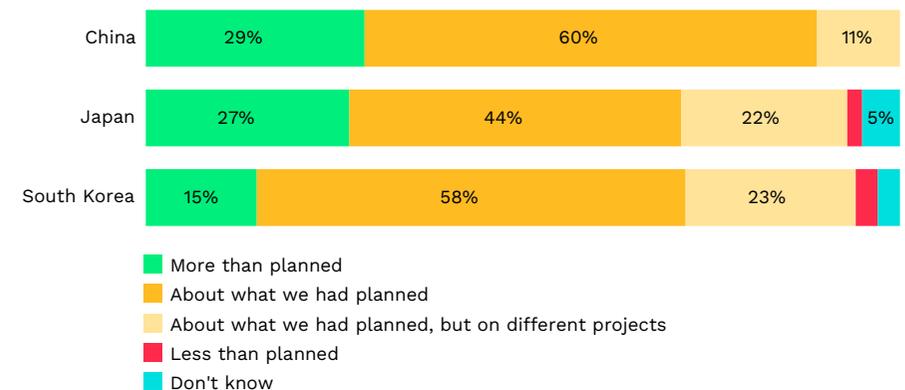


Figure 23

Did your function spend more or less on consulting last year than you had originally planned?





“In Japan, the consulting market was steadily expanding until last year, when it peaked. Growth is expected to slow down this year. We’ve noticed some clients restraining their requests.”

Hiroyuki Sadotomo, Protiviti

Implications for firms

Clients in China and South Korea expect to use more consulting services in the next year, but there is little consensus around the reason why—so ensuring clients feel their unique needs are understood will be key.....36

Clients anticipate that the prices they pay for consultants will increase, but expect a high return on investment in return. Showcasing where these returns have been delivered in the past will be key to winning in the market.....38

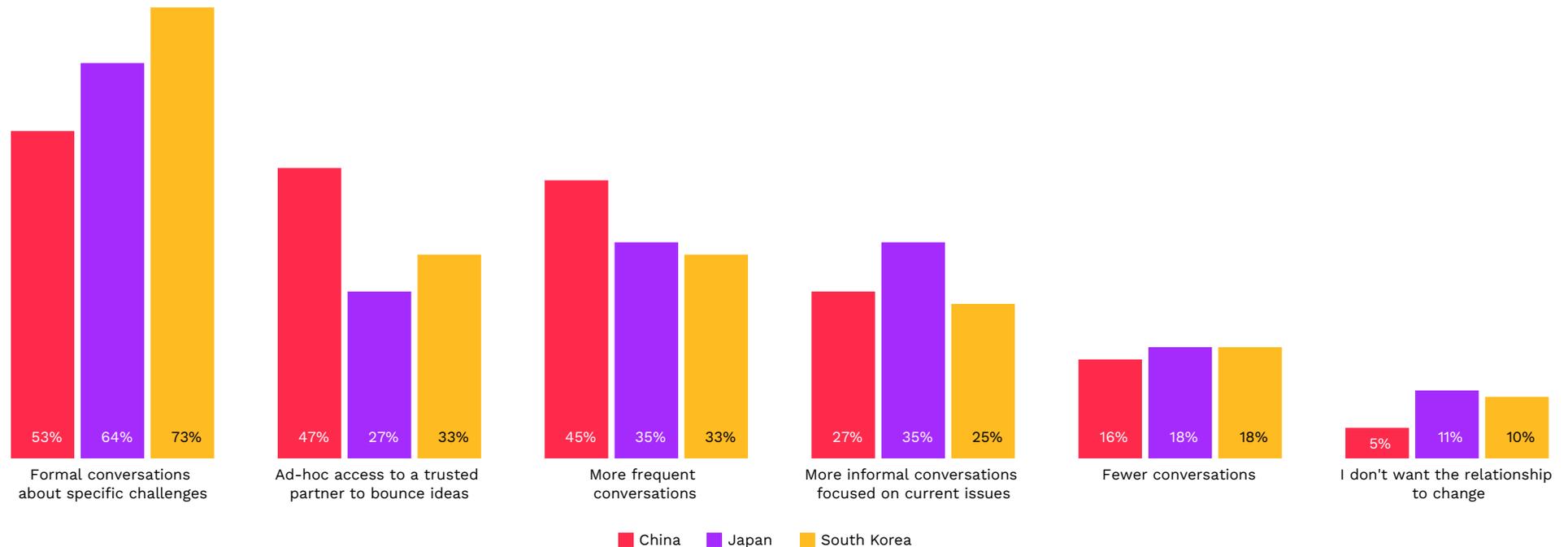
Technology will continue to form the basis of consulting demand in the next year, with strategy and technology firms likely to benefit most from this demand..... 40

Firms should emphasise their expertise—it’s what clients are most likely to base their buying decisions on42

In terms of where clients will be looking for evidence of this expertise, there is a slight difference in preferences across countries. Clients in China will be watching closely for the marketing collateral put out by consulting firms, and whether they feel the approaches and experience on offer chime best with what they are trying to achieve. For clients in Japan and South Korea, it will come down to the composition of the project teams consulting firms are bringing to the table at project pitch stage, and there is the suggestion here that clients will expect to see experience brought to the project and are likely to be less willing to accommodate proposals staffed by junior consulting staff alone.

Figure 35

How would you like the relationship you have with consulting firms to change?



5



“The M&A markets haven’t fully recovered, and conviction levels are still relatively low. The increased uncertainty about whether a deal will [happen] or not is having a knock-on impact on how clients approach us around scoping.”

Xuong Liu, Alvarez & Marsal

Insights from consultants

- Michael Babilon-Teubenbacher, CEO, CPC Consulting (Beijing)45
- Bong Chan-Sik, Partner, Head of Operations Consulting, and Park Mun-Gu, Partner, Digital Transformation CoE, KPMG..... 46
- Robert Hah, Managing Director & Greater China Lead, Strategy & Consulting, Accenture47
- Takuya Iwasaki, Partner, KPMG..... 48
- Xuong Liu, Managing Director & Asia Practice Co-Leader (Global Transaction Advisory Group), Alvarez & Marsal 49
- Hiroyuki Sadotomo, Managing Director & Yasumi Taniguchi, Managing Director, Protiviti50
- James Zheng, Head of Management Consulting, KPMG China..... 51

6



“The predominant focus among clients is reducing costs while boosting efficiency.”

James Zheng, KPMG China

About this report

- Our approach to gathering data.....53**
 - Methodology—The MegaModel.....53
 - Who did we speak to54
- Definitions of sectors and services55**
- Contributors57**
- Meet the experts.....58**
- About us.....59**
- Publication schedule for 2024..... 60**

Our approach to gathering data

The market for professional services is vast and highly dynamic, with deep roots spread out across the business world. The Source MegaModel helps you get to grips with the facts.

The MegaModel is the largest and most comprehensive database of its kind, anywhere in the world. It's used by the world's leading firms to identify where growth is coming from, which markets to invest in, and which sectors are driving demand.



Methodology—The MegaModel

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.

US dollar to British pound US\$1 = £0.80

US dollar to euro US\$1 = €0.92

The data in this report is rounded to the nearest whole number or stated decimal place. As a result, totals may display small discrepancies.

Who did we speak to

Client perspective

We carry out a client survey to help us build a rich picture of how different trends in East Asia are affecting clients' organisations and their use of consulting. Our survey focuses on trends in East Asia, providing detailed insights into the nuances of the market. For this, we surveyed 150 senior clients of consulting firms from across East Asia, all of whom work in organisations with more than 1,000 employees. This survey focuses on the following areas:

- How they expect to use consultants during 2024 and the first half of 2025
- 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.

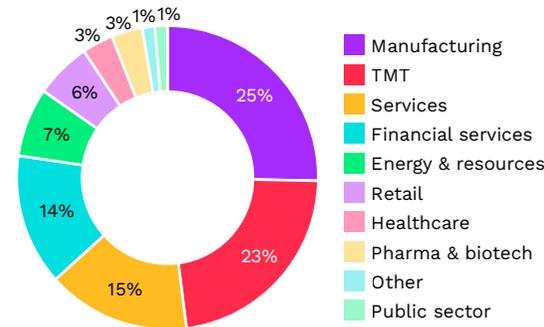
Insights from consultants

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.

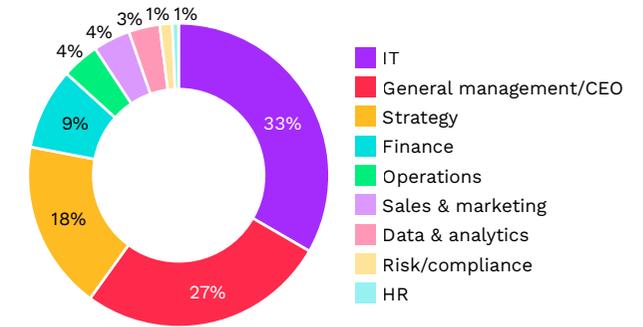
In-depth desk research

We also conducted a thorough PEST analysis in East Asia that drills down into finer macroeconomic details on a holistic and sector-by-sector basis and allows us to fit our research into a wider macroeconomic picture.

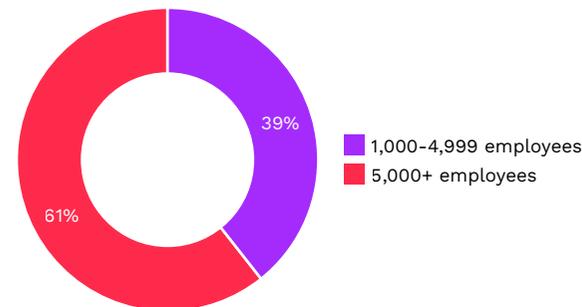
Respondents by sector



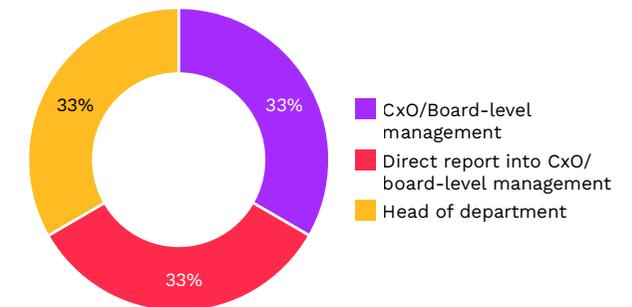
Respondents by function



Respondents by organisation size



Respondents by seniority



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.

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.

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.

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.

Contributors

We are extremely grateful to all the people we spoke to for making this report possible. On this page is a list of individuals who have contributed (excluding those consultants who wished to remain anonymous).

Name	Job title	Organisation
Michael Babilon-Teubenbacher	CEO	CPC Consulting (Beijing)
Bong Chan-Sik	Partner, Head of Operations Consulting	KPMG
Robert Hah	Managing Director & Greater China Lead, Strategy & Consulting	Accenture
Takuya Iwasaki	Partner	KPMG
Xuong Liu	Managing Director & Asia Practice Co-Leader (Global Transaction Advisory Group)	Alvarez & Marsal
Park Mun-Gu	Partner, Digital Transformation CoE	KPMG
Hiroyuki Sadotomo	Managing Director	Protiviti
Yasumi Taniguchi	Managing Director	Protiviti
James Zheng	Head of Management Consulting	KPMG China

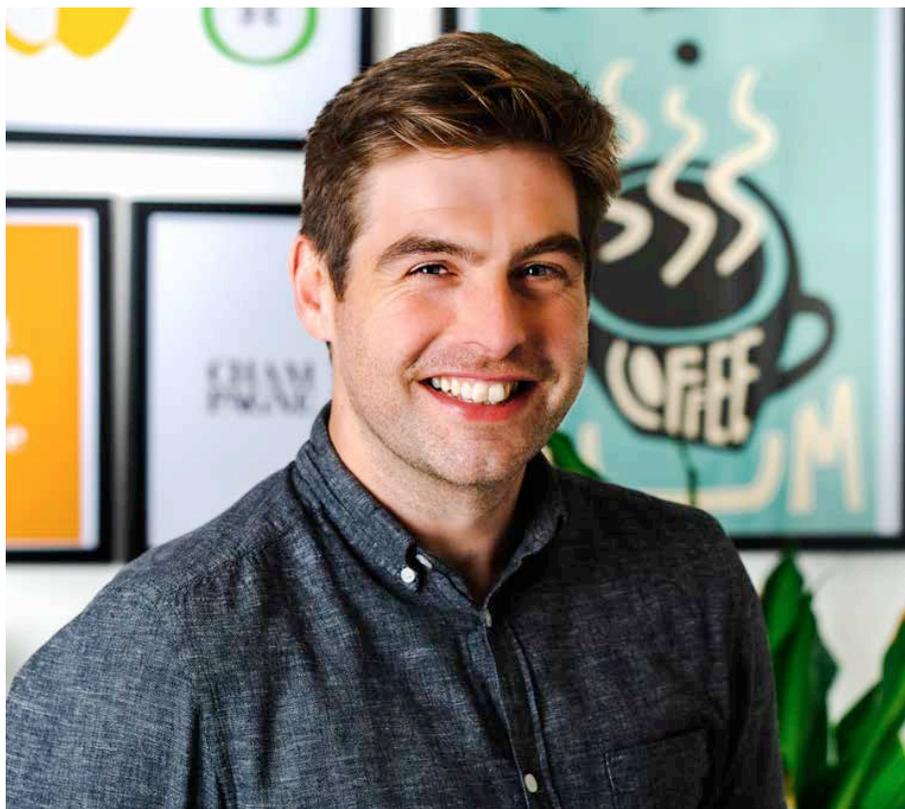
Meet the experts

James Beeby

James is Research Lead at Source, producing 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 regions, sectors, and markets.

James Beeby

✉ james.beeby@sourceglobalresearch.com



Catherine Anderson

Catherine is Director of Market Trends & Analysis. She turns qualitative and quantitative data into meaningful, strategic insights on topics across the professional services market, from sustainability to managed services.

Catherine Anderson

✉ catherine.anderson@sourceglobalresearch.com



About us

We help professional services firms **understand what really matters** when facing decisions of vital importance.

The best decisions are based on evidence, objectivity, and a willingness to change. That's why, at Source, we tell you what you need to hear, rather than what you want to hear.

We draw upon our deep roots within the professional services sector to provide firms with a clear picture of their clients' worlds. Through comprehensive research and meticulous analysis, we pinpoint what truly matters and deliver actionable insights that help firms map out the right way forward.

We believe in thriving individually and succeeding together. And we would love to help your firm crack its latest conundrum.

Source Information Services Ltd
20 Little Britain | London | EC1A 7DH
UK +44 (0) 20 3743 3934
US +1 800 767 8058
info@sourceglobalresearch.com
www.sourceglobalresearch.com

© Source 2024

Source Information Services Ltd and its agents have used their best efforts in collecting the information published in this report. Source Information Services Ltd does not assume, and hereby disclaims, any liability for any loss or damage caused by errors or omissions in this report, whether such errors or omissions result from negligence, accident, or other causes.