

EXTRACT



Market Trends

# MARKET

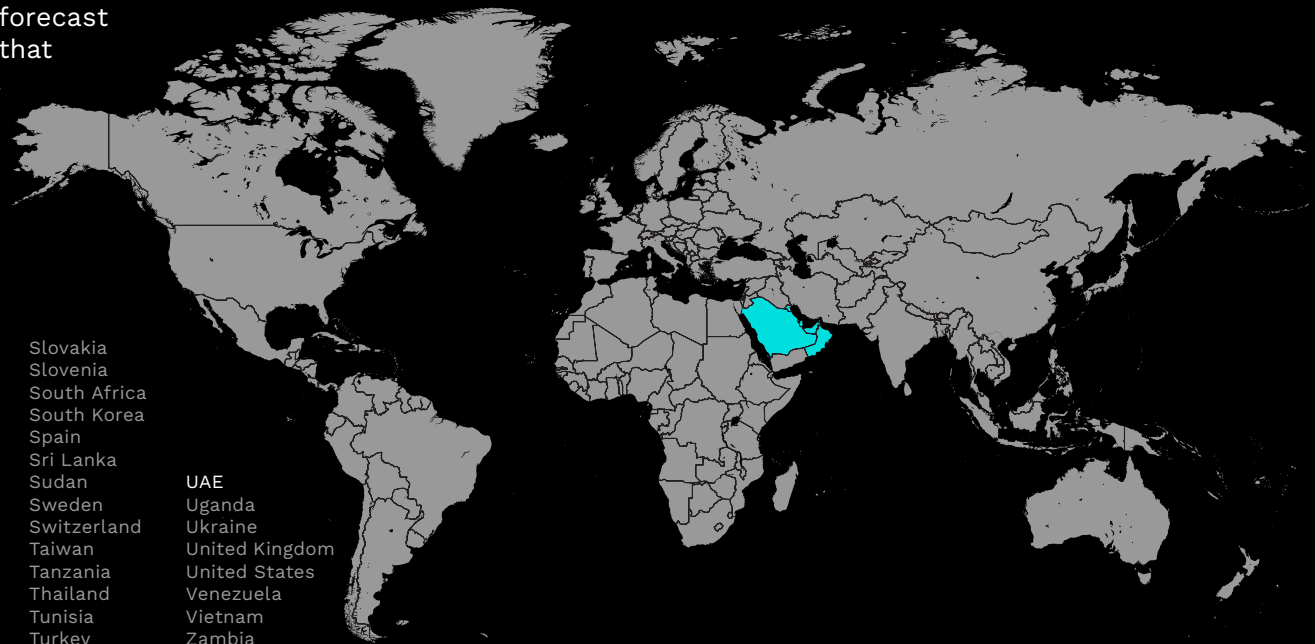
The GCC Consulting  
Market in 2024

Report

Mar 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

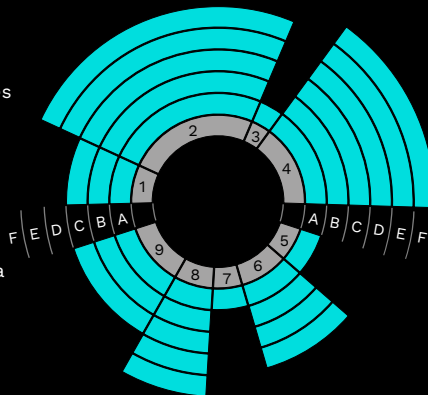
Countries covered

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	
<b>Bahrain</b>	Czech Republic	Iraq	Myanmar	<b>Qatar</b>	Sudan	<b>UAE</b>
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	<b>Kuwait</b>	Oman	Singapore	Turkey	Vietnam
Canada	Ghana	Lebanon				Zambia

## Sector model

### Sectors

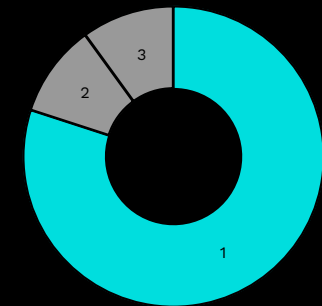
- 1 Energy & resources
- 2 Financial services
- 3 Healthcare
- 4 Manufacturing
- 5 Pharma & biotech
- 6 Public sector
- 7 Retail
- 8 Services
- 9 Technology, media & telecoms



### Sub-sectors

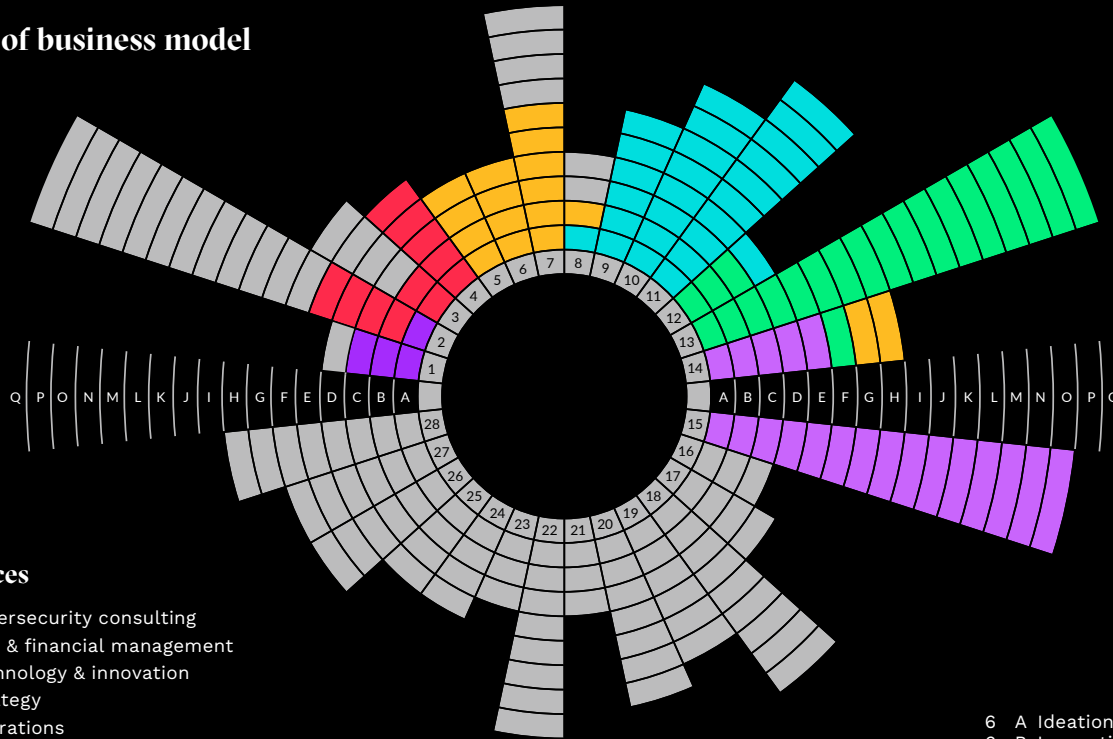
- |                                      |                             |                       |
|--------------------------------------|-----------------------------|-----------------------|
| 1 A Energy                           | 4 A Aerospace               | 8 A Business services |
| 1 B Primary 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                                |
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| 13 P Supply chain management  |
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| 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   |

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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

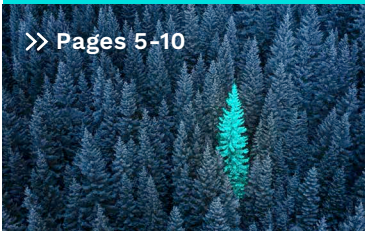
## What really matters

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

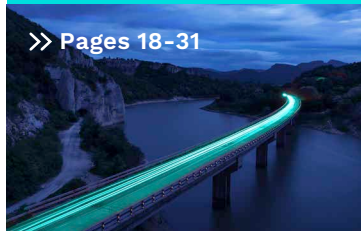


# 3

## Client priorities

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

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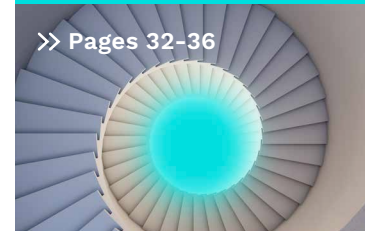


# 4

## Implications for firms

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

>> Pages 32-36



# 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 37-47



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1



**“The drive to diversify to non-oil revenues has opened up new sectors and markets for GCC government clients.”**

Rami Nazer, PwC

# What really matters

- Three things for a firm to act on .....6
- The big answers... on the GCC consulting market .....9

# Three things for a firm to act on

# 1

The GCC consulting market is **showing no sign of a slowdown**, with **13.2% growth in 2023**.



# 13.2%

The consulting market within the GCC experienced sustained double-digit growth of 13.2% in 2023

The consulting market within the GCC experienced sustained double-digit growth of 13.2% in 2023.

What's driving this strong performance? Unlike the rest of the major global economic centres, the GCC has not been significantly impacted by the gloomy macroeconomic situation, leaving clients with heavy purses and lots to do. Investment from the public sector remains strong as vast megaprojects reach the implementation stage, while companies in the region are looking to expand into the new growth areas created by diversification initiatives.

As the sheer scale and complexity of work associated with megaprojects and diversification continues to burden clients, they are now increasingly focused on productivity improvements in all parts of their business—whether that is through upskilling their workforce or updating their technological infrastructure.

Although talent shortages have eased in the past year, clients are still keen to get the very best expertise for their business, and external support will be essential if they are to find these all-important efficiencies.

# 3



**“There are certain sectors in the region that we see having huge potential [for 2024]. These include retail and consumer goods, manufacturing, innovation, defence and security, cyber.”**

Pedro Oliveira, Oliver Wyman

## **Client priorities**

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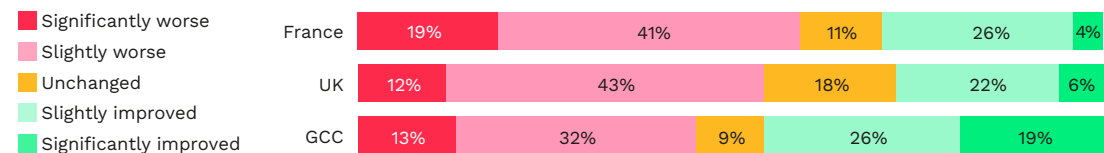
# What are clients' top needs and priorities?

## Despite not being immune to macroeconomic headwinds, clients in the GCC remain positive about their prospects

- At the start of 2024, clients in the GCC continue to be optimistic about the overall economic environment within the region. The level of positivity compared to their European counterparts is stark, with 19% of respondents saying the economic climate has significantly improved over the last 12 months, compared to just 6% in the UK and 4% in France.
- Member states are showing no sign of a slowdown in channelling investment funds into largescale transformation projects and economic diversification initiatives—one of the main reasons why rising interest rates and borrowing costs are not having as devastating an impact on clients in the GCC as in other developed economies. This all points to the ambitions of GCC clients, and their overall need for external consulting support, remaining strong.
- However, we are hearing in our interviews with senior executives that clients are aware that the wider problems in the global economy could impact them in the future, with rising inflation threatening their key global trading partners. High oil prices, although positive for many clients in the region in the short term, are also a problem as they endanger the diversification efforts essential to future prosperity.

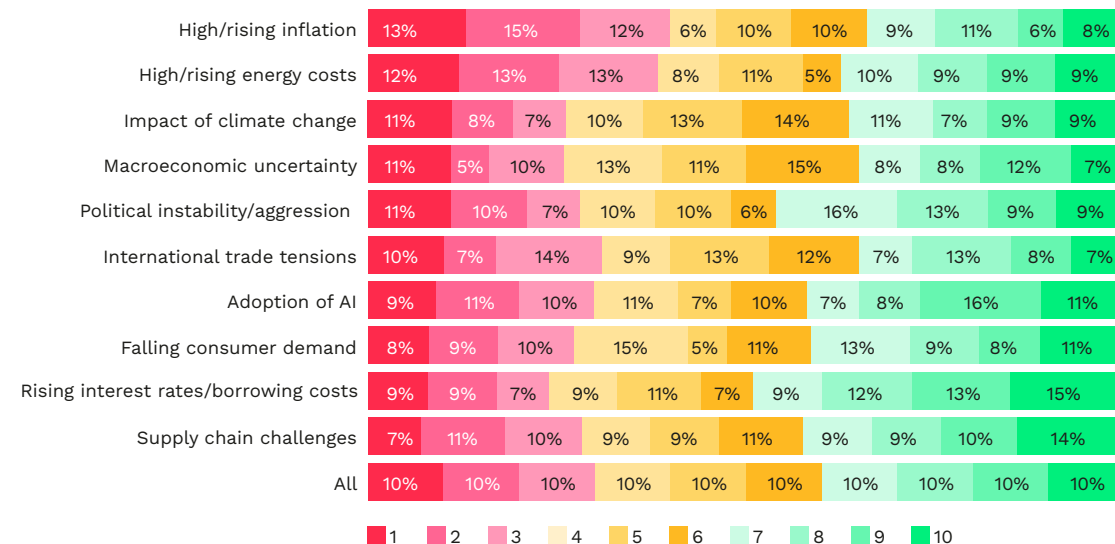
**Figure 7**

How has the overall economic environment in which your organisation operates changed compared to this time last year?



**Figure 8**

How much of an impact are these factors having on your organisation? Rank from biggest negative impact (1) to least negative impact (10)





## The urgency of tech investment is driven by clients not wanting to be left behind by their rivals

- Among clients in the GCC, we are now seeing both an increased sense of urgency in technology investment, as well as a boost in the size of funds they are willing to commit to any project that has a digital element to it. Fifty-three percent of clients expect to invest significantly in digital technology within the next 18 months, compared to 40% who said they had done the same in the last year.
- The fact that every company and member state in the GCC is keen to be seen as the market leader in all things technology means that investment is primarily driven by the need to have the edge over the competition. As clients look to outcompete rivals, consultants that demonstrate specialist expertise will be well-placed to help.

**Figure 16**

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

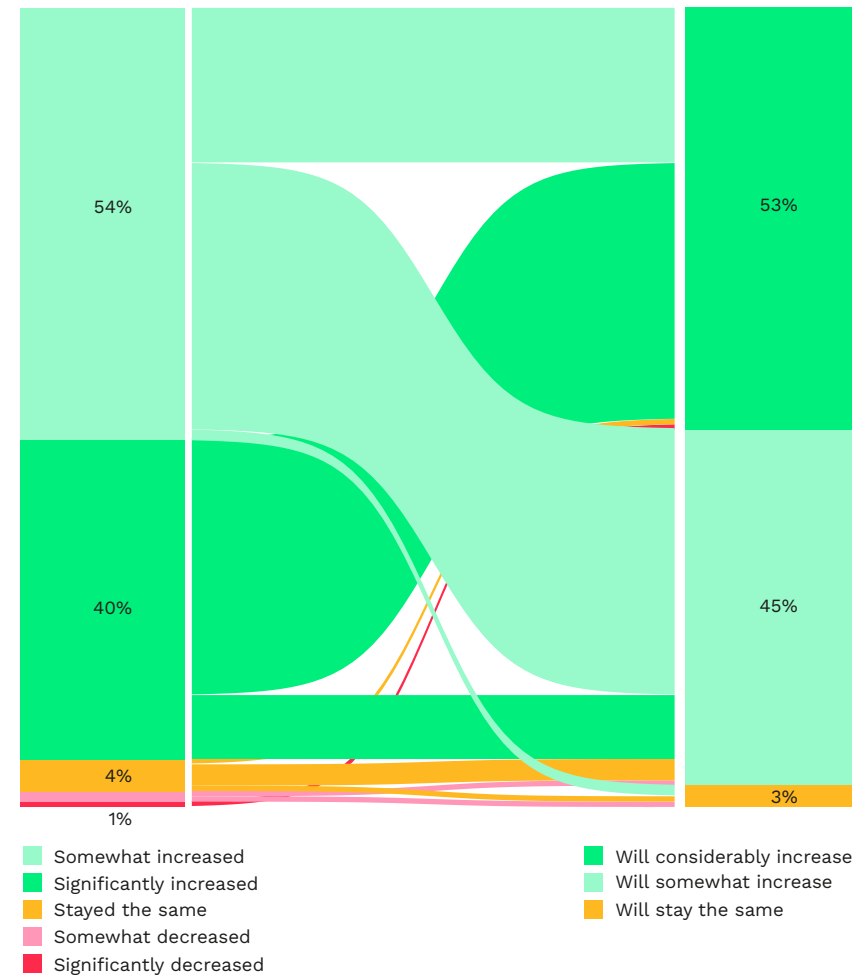


**Figure 15**

How has your organisation's investment in digital technology changed in the last year, and how is it likely to change in the next 18 months?

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?



# 5



## Insights from consultants

**“There is fierce competition between KSA and the UAE when it comes to attracting businesses.”**

Rafael Lemaitre, Sia Partners

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# 6



**“The GCC countries have been continuously making substantial investments across strategy, technology, data science, creative design, and industry expertise with an inventive mindset.”**

Guarav Bedekar, Capgemini Invent Middle East

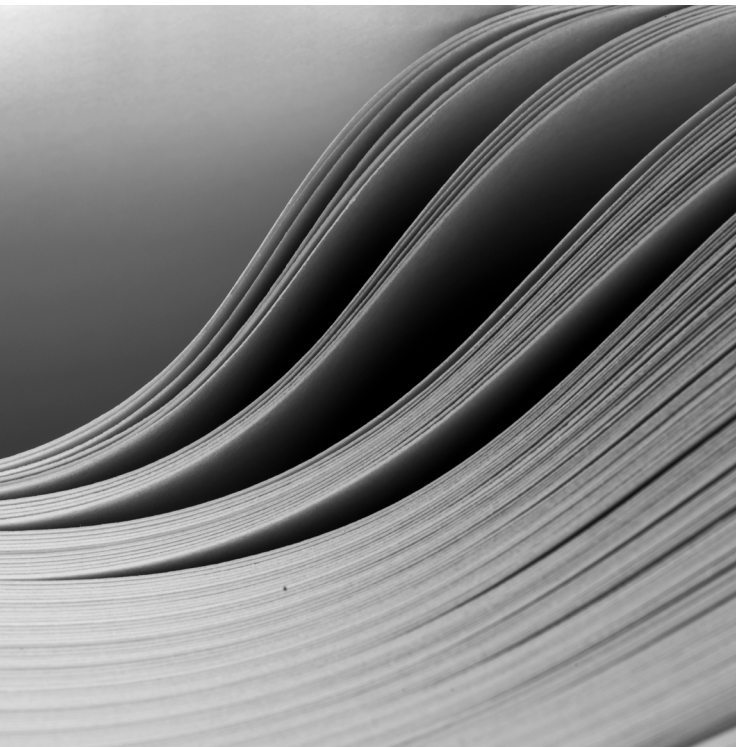
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# Our approach to gathering data

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 the GCC are affecting clients' organisations and their use of consulting. Our survey focuses on trends in the GCC, providing detailed insights into the nuances of the market. For this, we surveyed 150 senior clients of consulting firms from across the GCC, 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.

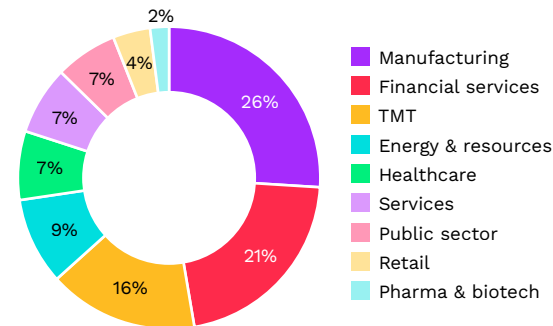
## Insights from consultants

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.

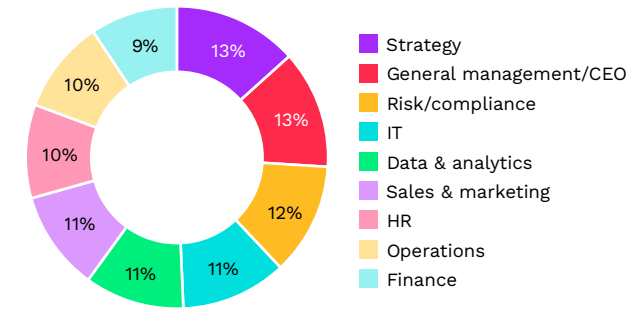
## In-depth desk research

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

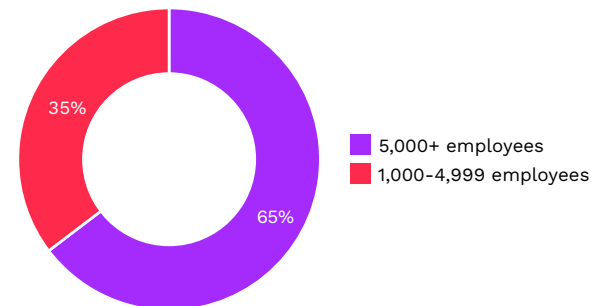
### Respondents by sector



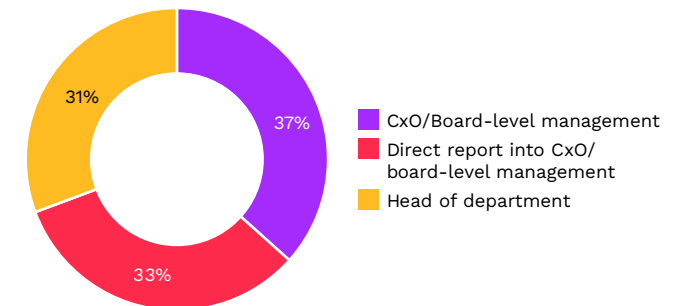
### Respondents by function



### 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).

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Guarav Bedekar	Managing Director	Capgemini Invent Middle East
Jonathan Holmes	Managing Director, Regional Chairman	EMEA, Korn Ferry
Rafael Lemaitre	Partner	Sia Partners
Rami Nazer	Partner – EMEA Government & Public Sector Leader	PwC
Pedro Oliveira	Managing Partner	Oliver Wyman
Arvind Singhi	Head of Clients and Markets, Middle East South Asia and Caspian (MESAC) Region	KPMG



# Meet the expert

## Dane Albertelli

Dane is a senior research analyst within the Market Trends team. He currently conducts research on global market trends within the professional services sector. He has also carried out bespoke mergers & acquisitions scans for clients hoping to enter the US IT services sector. He has written a number of specialised reports on the state of the professional services market in regions such as GCC and Australia.

### Dane Albertelli

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# 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.

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