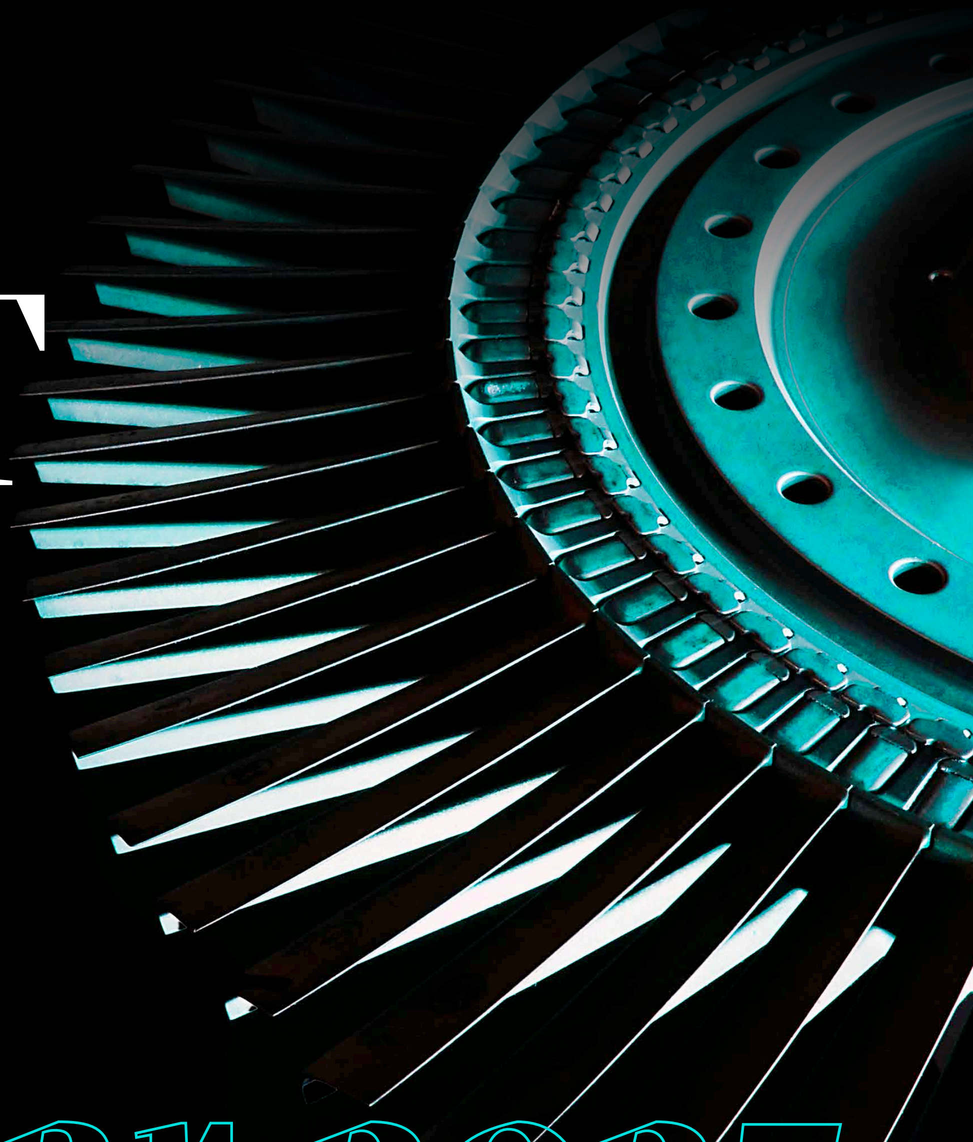
EXTRACT

Market Trends

SOURCE

MARKET

The France Consulting Market in 2025



Mar 2025

Report

About us

We partner with professional services firms to turn insight into strategic advantage. Our proprietary research and tailored, firm-specific studies provide clear, actionable guidance to inform your firm's strategic decisions.

Through our work, we help professional services firms to:

- Anticipate key industry trends
- Identify and evaluate growth opportunities in existing and emerging markets
- Understand client perceptions and competitive positioning
- Refine propositions and messaging to better align with client needs
- Maximise the reach, impact, and commercial value of thought leadership

To dig deeper into the insights in this report, explore our other publications, or learn more about bespoke research for your firm, please **get in touch**.

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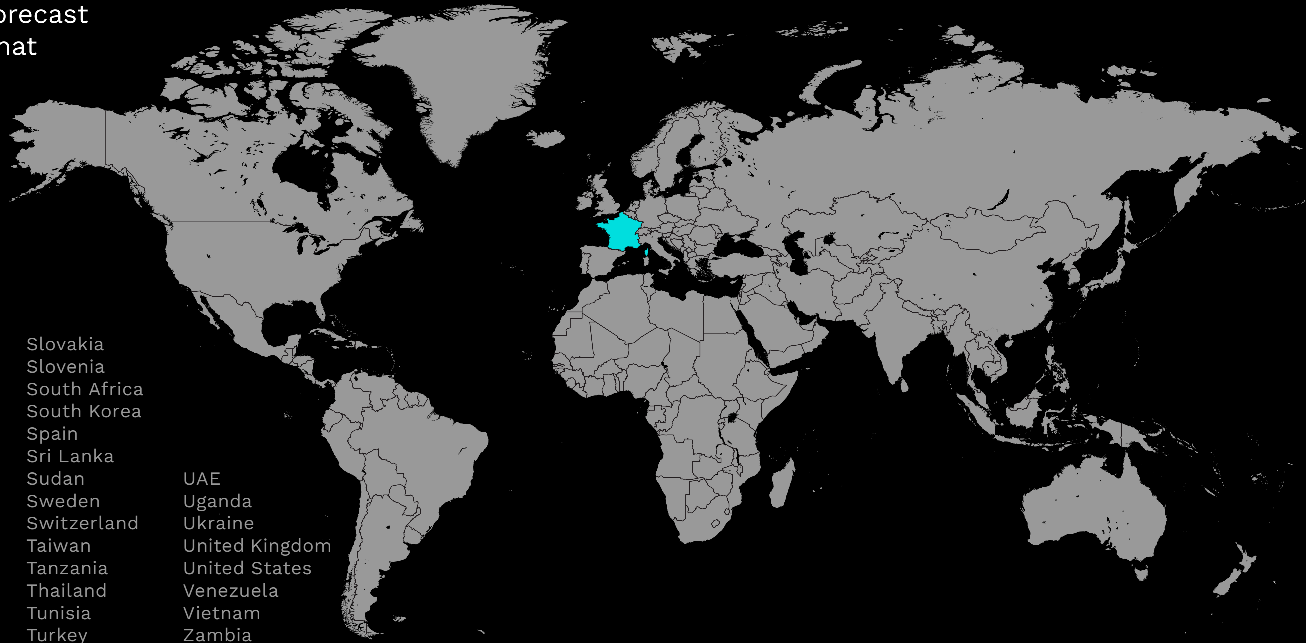
What's included in this report

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

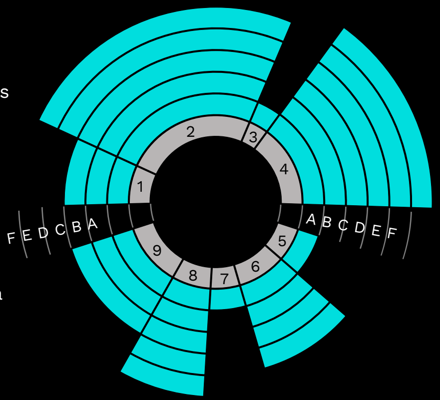
Albania
Algeria
Angola
Argentina
Australia
Austria
Bahrain
Belarus
Belgium
Bosnia
Brazil
Bulgaria
Cameroon
Canada
Chile
China
Colombia
Côte d'Ivoire
Croatia
Cyprus
Czech Republic
Denmark
Egypt
Ethiopia
Finland
France
Germany
Ghana
Greece
Hong Kong
Hungary
India
Indonesia
Iran
Iraq
Ireland
Israel
Italy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



Sector model

Sectors

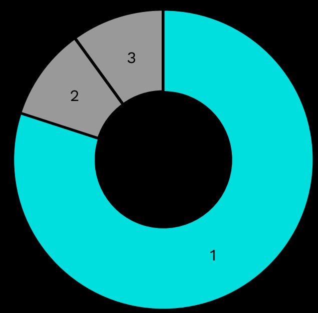
1 Energy & resources
2 Financial services
3 Healthcare
4 Manufacturing
5 Pharma & life sciences
6 Public sector
7 Retail
8 Services
9 Technology, media & telecoms



Sub-sectors

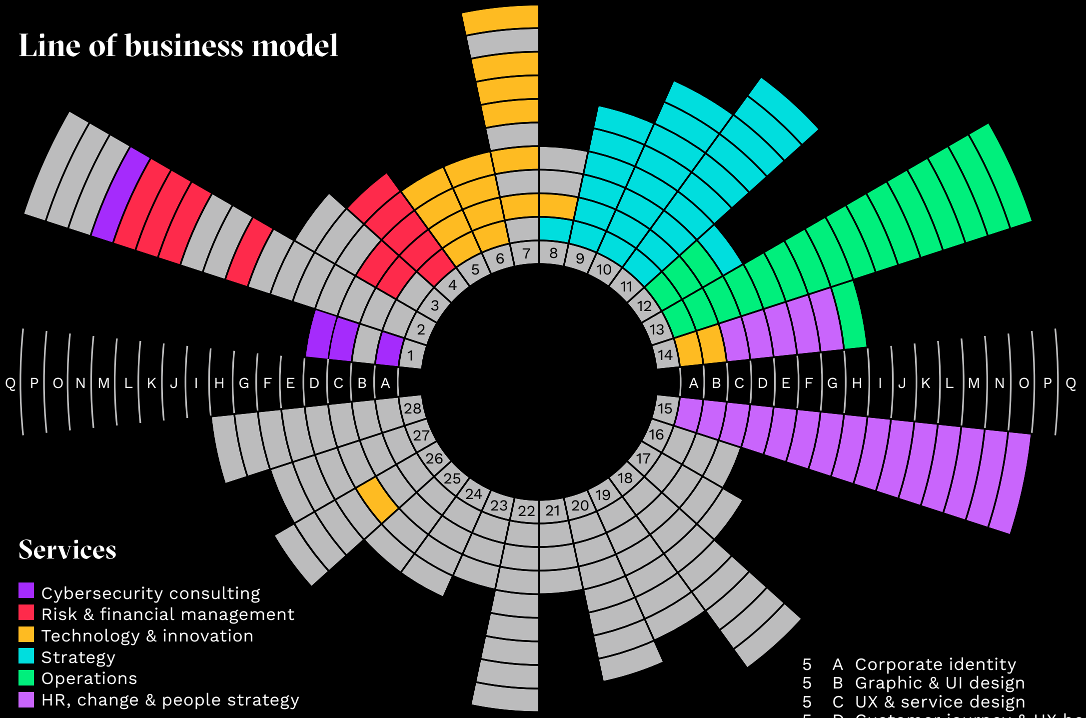
1 A Energy
1 B Primary resources
1 C Utilities
2 A Banking
2 B Capital markets
2 C Insurance
2 D Investment and wealth management
2 E Private equity
3 A Healthcare
4 A Aerospace
4 B Automotive
4 C Construction
4 D Consumer electronics
4 E Consumer packaged goods
4 F Industrial products
5 A Pharma
6 A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

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
2 Risk
3 Forensic
4 Financial management
5 Design & UX
6 Innovation
7 Technology
8 Data & analytics
9 Research
10 Deals
11 Strategy
12 Real estate
13 Operations
14 Sustainability
15 HR & change
16 Architecture
17 Audit & assurance
18 Business process outsourcing
19 Civil engineering
20 Legal
21 Litigation
22 Marketing & creative
23 Network engineering
24 Product engineering & R&D
25 Recruitment
26 Software engineering
27 System integration
28 Tax

Capabilities

1 A Cybersecurity advice
1 B Cybersecurity implementation
1 C Cybersecurity incident response
1 D Penetration testing & wargaming
2 A Risk governance
2 B Actuarial
2 C Compliance risk
2 D Crisis & reputation management
2 E Environmental risk
2 F Financial assurance
2 G Internal audit
2 H Operational risk
2 I Physical security solutions
2 J Physical security strategy
2 K Programme risk
2 L Responding to regulation
2 M Risk management
2 N Technology & security risk services
2 O Third-party assurance
2 P Transactions-related risk
2 Q Treasury risk
3 A Anti-corruption services
3 B eDiscovery
3 C Forensic accounting
3 D Forensic technology solutions
3 E Fraud mitigation
3 F Investigation services
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 Graphic & UI design
5 C UX & service design
5 D Customer journey & UX benchmarking
6 A Ideation
6 B Innovation management
6 C Innovation strategy
6 D Strategies for growth from innovation
7 A AI advice & implementation
7 B Cloud advice
7 C Cloud implementation
7 D ERP consulting
7 E Geospatial advice & implementation
7 F IT strategy, planning & review
7 G IT training
7 H Programme management
7 I Robotics advice & implementation
7 J Vendor selection
8 A Advanced analytics
8 B Data visualisation, business intelligence & semantic layer
8 C Data warehousing & database management
8 D Machine learning
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 Distribution strategy
13 F Lean & Six Sigma
13 G Operational review
13 H Outsourcing advice
13 I Post-M&A integration
13 J Process design, re-engineering & automation
13 K Procurement/purchasing
13 L Property & estate management
13 M Sales & distribution planning
13 N Sales force effectiveness
13 O Supply chain management
13 P Target operating model
14 A Clean technology
14 B Green IT
14 C Purpose-led strategy & change
14 D Resource-efficiency implementation
14 E Resource-efficiency strategy
14 F Social impact & trust
14 G Sustainable investment
14 H Sustainable supply chain
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
16 A Exterior building design
16 B Interior building design
16 C Landscape design
17 A Accounting operations assurance
17 B Accounting systems assurance
17 C Corporate reporting
17 D IFRS & regulatory reporting
18 A Contact center outsourcing
18 B Document management outsourcing
18 C Finance accounting outsourcing
18 D Human resources outsourcing
18 E IT outsourcing
18 F Other outsourcing
18 G Payroll outsourcing
18 H Regulation & remediation outsourcing
18 I Supply chain management & distribution outsourcing
19 A Building & engineering analytics
19 B Engineering project management
19 C Infrastructure design
19 D International development
19 E Transport infrastructure, planning & engineering
19 F Urban design & planning
20 A Corporate & transaction law
20 B Criminal law
20 C Digital & technology law
20 D Domestic & family law
20 E Intellectual property law
20 F International trade, regulatory & government law
20 G Labour & employment law
21 A Dispute advisory services
21 B Expert witness
21 C Trial services
22 A Brand activation
22 B Brand strategy
22 C Creative production
22 D Customer relationship management
22 E Marketing & communication production
22 F Marketing & communication strategy
22 G Marketing mix optimisation
22 H Public relations & affairs
23 A Network installation
23 B Network optimisation
23 C Network strategy & architecture
24 A Physical product quality assurance & testing
24 B Physical product R&D
24 C Product & industrial design
24 D Technical feasibility assessment, prototyping & mock-ups
25 A Contract staffing supply
25 B Executive interim
25 C Executive search
25 D Talent sourcing
26 A Application development
26 B Digital product quality assurance & testing
26 C DevOps
26 D Digital product R&D
26 E IoT and connected devices
26 F Solution architecture
26 G Virtual, augmented, and mixed reality
27 A Functional & industry application integration
27 B Microsoft
27 C Oracle
27 D Salesforce
27 E SAP
27 F Workday
28 A Corporate tax
28 B Global employer/mobility services
28 C Indirect tax
28 D International tax
28 E Private wealth tax
28 F Tax dispute resolution & controversy
28 G Transaction tax
28 H Transfer pricing

SOURCE

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

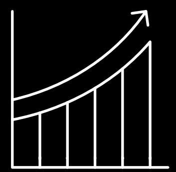
> “Firms should demonstrate how agile—and even patient—they can be. The ability to flex with what’s going on in the wider geopolitical sphere is crucial to success.”
>
> **John Bird,** Source

What really matters

Four things for a firm to act on

1

Growth is set to continue after political and macroeconomic uncertainty stabilises.



5%

is the forecast growth for the France consulting market in 2025

In 2024, the consulting market in France experienced a period of cautious growth in an environment marked by political instability and economic unpredictability.

The summer of 2024 marked a turning point in the way in which clients planned projects and ultimately spent on consulting services. With this considered, the market grew by 3.9% over 2024 to reach roughly €12.7bn in size, only narrowly exceeding the global consulting market average of 3% growth, as clients scaled back and fragmented larger projects into smaller, more digestible ones.

With political uncertainties easing and a clearer policy direction emerging, forecasts for 2025 indicate an acceleration in growth to 5%, bringing the market to an estimated €13.3bn. This shift hints at a renewed sense of confidence among organisations, which may soon be prepared to commit to consulting engagements that are more of a partnership and breed ongoing work. This sentiment is likely shared in other markets, as France's 5% consulting market growth aligns with the UK and the global average.

All this points to a gradual recovery, whereby businesses, now with a clearer roadmap, are likely to reinvigorate investment in transformative projects that had been sidelined during a tough 2024.

2

“The biggest part of the business comes from digital transformation and AI. Many companies are doubling down on innovation and securing their operations with regard to digital transformation and cybersecurity [due to uncertainties].”

Hervé de la Chapelle, EY

Market overview

3

> “Digital transformation began 10 years ago, and we’re still riding that wave, with many large ERP projects set to drive the market for the next five years.”
>
> **Laurent Choain,** KPMG

Client priorities

What are clients' top needs and priorities?

Amid political and economic instability, 87% of clients feel their confidence in their organisation has reduced, mainly due to rising debts and falling revenue

Political and economic challenges have been felt right across Europe, and France is no exception. With strong opposition in government, uncertainty around policies poses a real threat to clients' confidence in their operating environment.

Fifty-eight percent of clients feel their confidence has been significantly reduced due to macroeconomic and political tensions. This figure rises to 81% among healthcare & pharma organisations and 77% in the retail sector. In France's largest industries for consulting, manufacturing and financial services, there was slightly higher confidence—but still a greater level of significantly reduced confidence than the average (63% for both).

Clients are fighting a war on two fronts with debts exposing them to rising interest rates and falling revenue impacting profits. Thirty-two percent of clients are concerned about the risk they are exposed to with rising interest rates.

Figure 6

To what extent have macroeconomics and political tensions impacted your confidence when thinking about the future of your organisation?

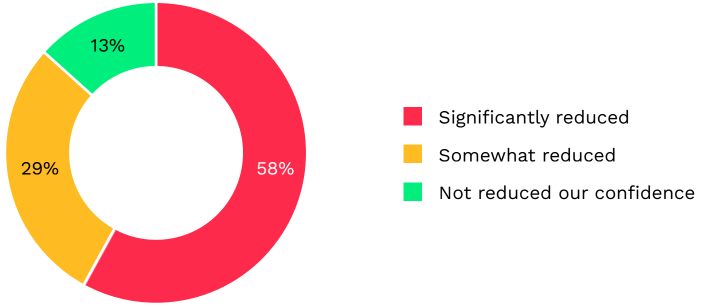


Figure 7

Why have macroeconomics and political tensions impacted your confidence when thinking about the future of your organisation?

Clients no longer feel such a pressure to keep up with competitors in terms of technology; they are now more likely to invest to achieve better data and productivity gains

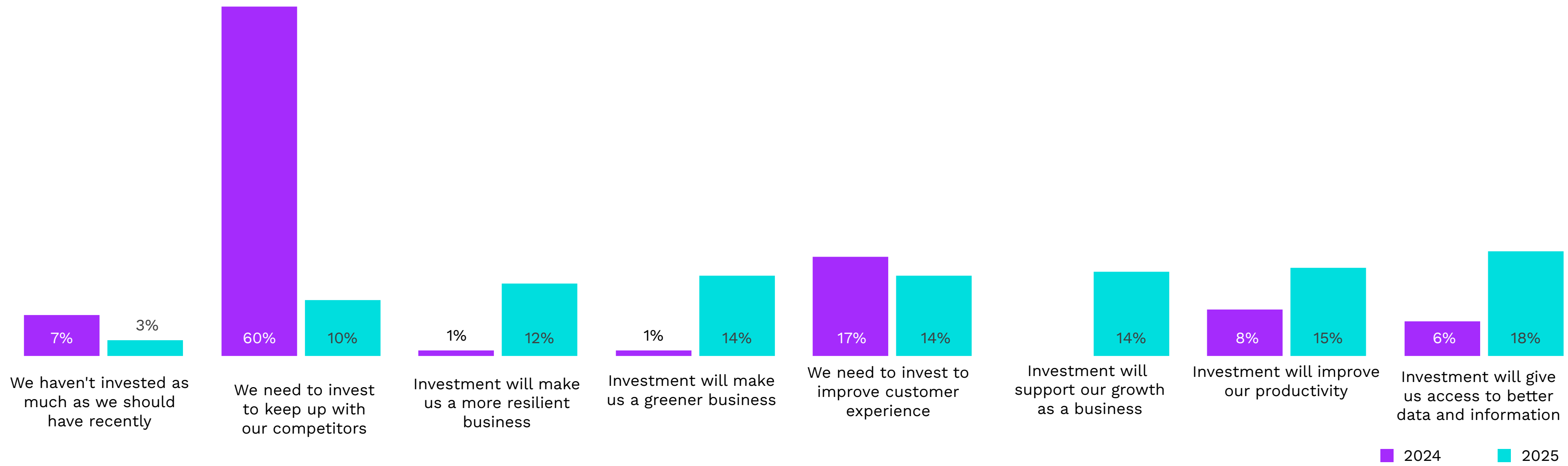
Looking back to the beginning of 2024, clients were most likely to say their technology investment was driven by the need to keep up with competitors. However, in 2025, this was the second least selected answer, only higher than a lack of recent investment.

The reasonably tight range of selected options reflects that clients do not have a clear reason for investing in technology. The most cited driver was the need to gain access to better data and information (18%). This aligns with many clients' intentions to invest in cloud and infrastructure services, which will give them the foundation to improve their data and information and lay the groundwork for future investment in generative AI.

With clients less likely this year to invest in technology out of necessity (in terms of remedying underinvestment or trying to keep up), they are more likely to be looking for value-adding technology that meets a specific need. Without a standout reason for investment, clients will be looking for a clear business case, and firms should bring solutions targeted to their individual technology aims.

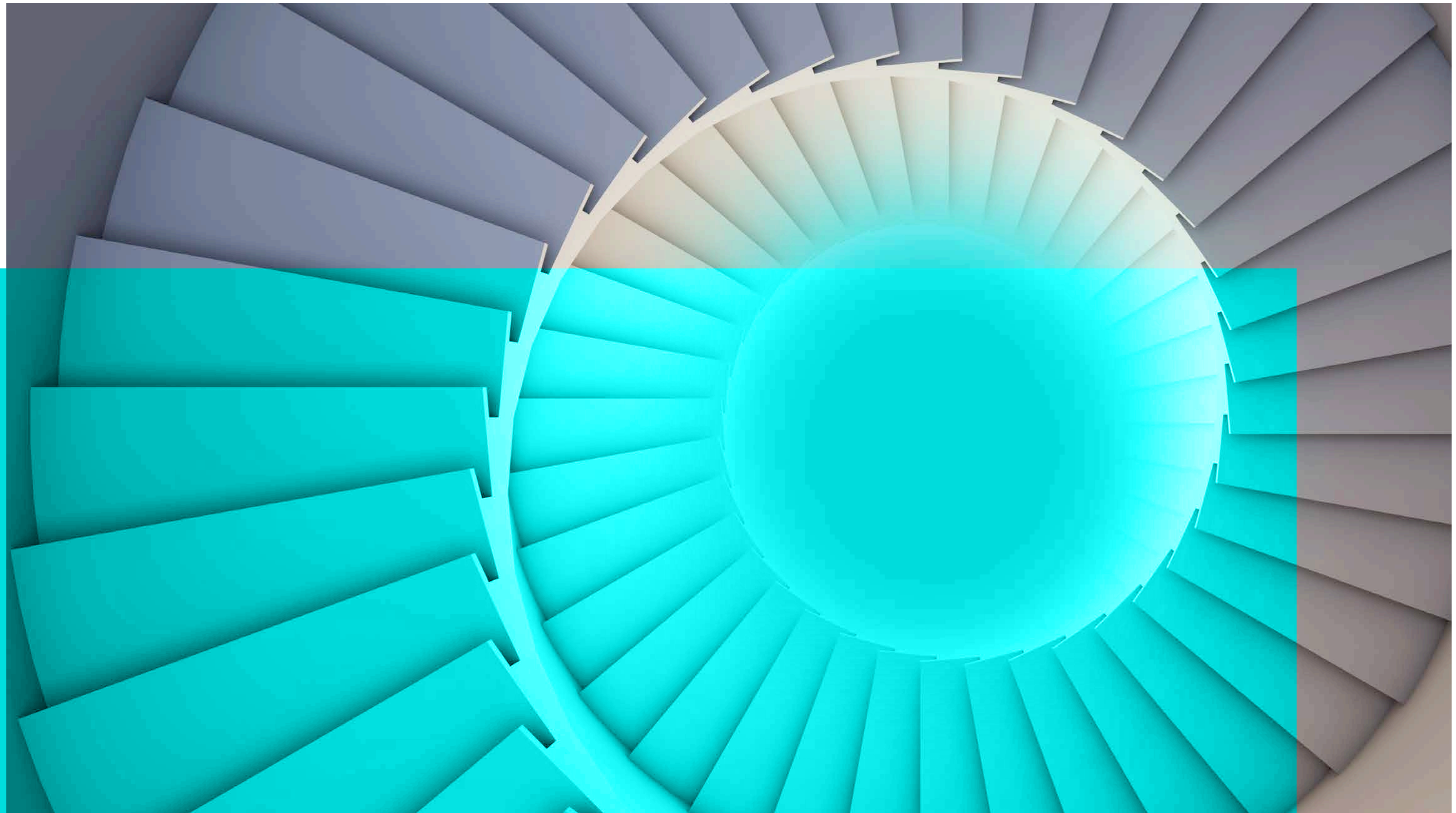
Figure 20

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



*Please note that "Investment will support our growth as a business" was not asked about in 2024

4



> “Clients understand the general market will never be stable so they must always be agile and on a journey of transformation.”
>
> **Jean-Francois Laget,** Argon

Implications for firms

5

> "Clients know they do not have any option but to transform themselves because all of their competitors are doing it. With certain issues such as compliance and AI, they have to comply."
>
> **Christophe Desgranges,** PwC

Insights from consultants

6

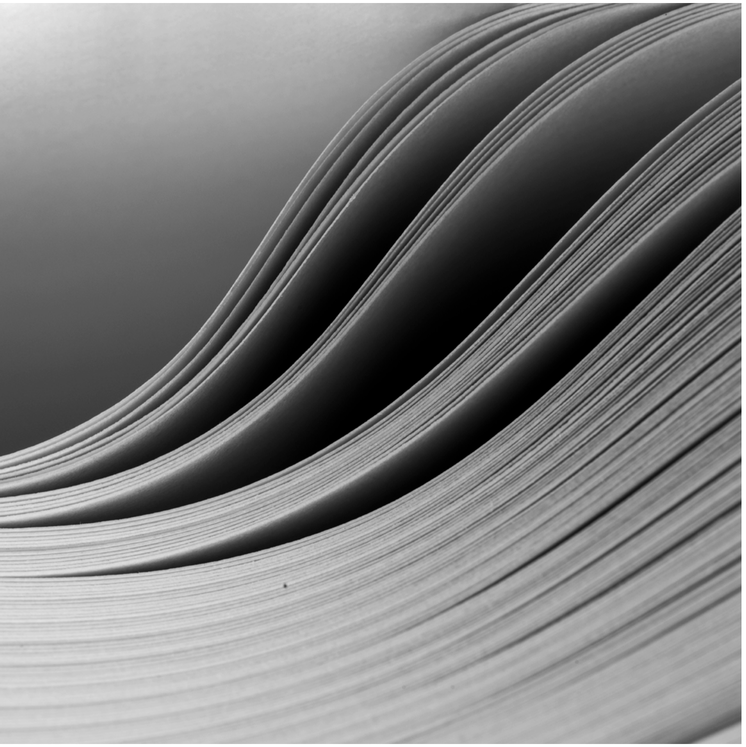
About this report

> "There is uncertainty, and companies want to wait and see before investing. In France, the political situation as well as the US election means the situation is very open going into 2025."
>
> **Bernard Drui,** Protiviti

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 euros.

US dollar to British pound US$1 = £0.78
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 France are affecting clients' organisations and their use of consulting. Our survey focuses on trends in France, providing detailed insights into the nuances of the market. For this, we surveyed 150 senior clients of consulting firms from across France, 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 2025 and the first half of 2026
- 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

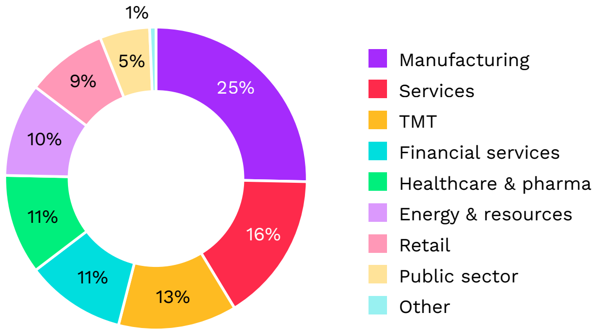
Insights from consultants

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.

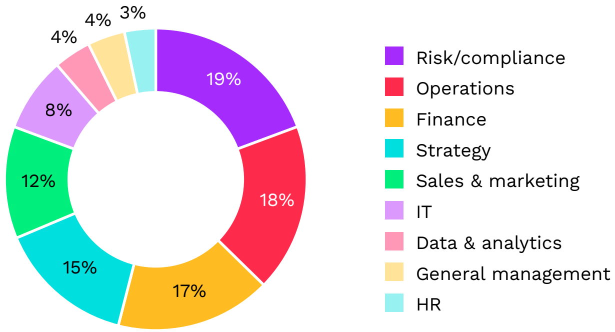
In-depth desk research

We also conducted a thorough PEST analysis in France 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.

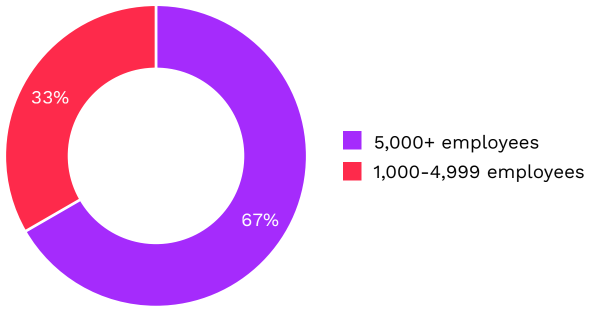
Respondents by sector



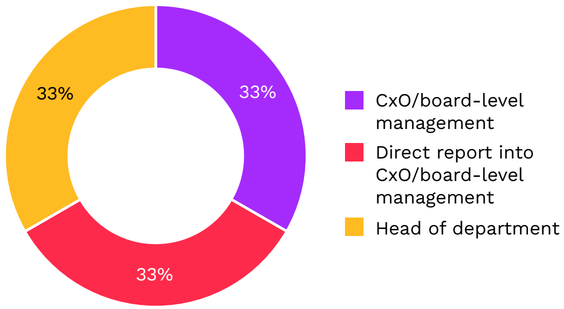
Respondents by function



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 & life sciences

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
Laurent Choain	Head of Consulting	KPMG France
Hervé de la Chapelle	Managing Partner	EY
Christophe Desgranges	Head of Strategy and Management Consulting	PwC
Bernard Drui	Managing Director	Protiviti
Jean-Francois Laget	Group Managing Director	Argon

Meet the expert

John Bird

John is a seasoned Senior Research Analyst within the Market Trends team, working on a range of regular and bespoke reports. Additionally, John has worked in the research methods team, designing and building some of our surveys and interview guides. He has worked across multiple bespoke projects with some of our leading clients in assisting their global brand studies and marketing strategies.

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Publication schedule for 2025

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Japan
Retail
Energy & Resources
Financial Services
Technology, Media & Telecoms</td><td>ET2</td><td></td><td rowspan="3">Featured thought leadership (monthly)
Quarterly webinar series</td></tr>
<tr><td>May</td><td></td><td></td></tr>
<tr><td>June</td><td>ET3</td><td>Client Perceptions of Thought Leadership</td></tr>
<tr><td rowspan="3">Q3</td><td>July</td><td rowspan="3">Energy & Resources
Financial Services
Technology, Media & Telecoms
Sustainability</td><td rowspan="3">Healthcare & Pharma</td><td rowspan="3">Risk
Tax</td><td></td><td></td><td rowspan="3">Featured thought leadership (monthly)
Quarterly webinar series</td></tr>
<tr><td>August</td><td>ET4</td><td></td></tr>
<tr><td>September</td><td></td><td>Thought Leadership Innovation</td></tr>
<tr><td rowspan="3">Q4</td><td>October</td><td rowspan="3">Tax
Risk
Technology
Planning for Growth in 2026</td><td rowspan="3">Public Sector</td><td rowspan="3">Audit
Technology</td><td>ET5</td><td></td><td rowspan="3">Featured thought leadership (monthly)
Quarterly webinar series</td></tr>
<tr><td>November</td><td></td><td></td></tr>
<tr><td>December</td><td>ET6</td><td>Hot Topic Report</td></tr>
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