

# 2019

## Consultancy in Spain

THE INDUSTRY IN FIGURES

► Next



ASOCIACIÓN  
ESPAÑOLA DE  
EMPRESAS  
DE CONSULTORÍA



# 2019

## Consultancy in Spain

THE INDUSTRY IN FIGURES 2019

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# Introduction



This report on the business of Spanish consultancy firms in 2019 was prepared during the easing phase of the COVID-19 crisis.

Since the pandemic was first declared, consultancy firms have provided ongoing support to their clients in business and government, helping them to speed up digitalisation of their processes and procedures.

This has enabled them to distribute and provide essential goods and services even during the most acute phases of the crisis and will allow them to face into the recovery and the 'new normal' with appropriate technological solutions.

This capacity for adaptation is, to a great extent, due to the efforts of consultancy firms over recent years, during which time they have spearheaded the digital transformation of institutions and companies from all sectors.

The figures for consultancy business in this report bear witness to this trend.

In 2019, the consultancy industry continued to be one of the most dynamic sectors in the Spanish economy with revenue of around €14,517 million, 5.9% up on the previous year. In 2014, the industry began a period of sustained growth, driven by a technological change affecting all sectors, which continue to place their trust in the consultancy industry in order to successfully tackle the challenges of the future.

Investment in innovation by the consultancy industry places it at the forefront of technology and illustrates its strategic role in the competitiveness of the Spanish economy

The industry will play a leading role in transforming organisations for the 'new normal'

The consultancy industry is a major employer. In 2019, its workforce grew by 8.9% to over 202,000, the great majority from the highest-skilled segment of the job market.

Over 66% of those working in the industry are university graduates, of whom 74% come from STEM disciplines (*Science, Technology, Engineering and Mathematics*), the areas in greatest demand in the new digital age. As well as academic qualifications, consultancy firms also look for a series of 'soft' skills, particularly capacity for learning, teamwork and client-orientation.

In these times of profound change, consultancy firms must ensure that their staff keep abreast of new developments. In 2019 they invested 3.5 times the Spanish average on staff training. More than 40% of total training hours targeted new technologies and methodologies, essential for adapting to new business models and new ways of working and relating with clients.

The key technologies in organisational change are Big Data & Analytics, Cloud Computing, Cybersecurity and Automation & Robotization. Nonetheless, in coming years, consultancy firms expect Artificial Intelligence to be the technology in greatest demand and the largest source of income.

In terms of distribution of services, the relative importance of Consultancy Services again increased, while Outsourcing Services also saw the same upward trend as in recent years. As in previous years, the industry's four largest client

sectors are Financial Services, Government, Energy & Utilities and Telecommunications.

Innovation is a key element of most projects. In 2019, consultancy firms spent 3% of total revenue on in-house innovation, a slightly increase on the previous year. This level of investment clearly places the industry at the forefront of technology and illustrates its strategic role in the competitiveness of the Spanish economy.

As the chair of the Spanish Association of Consulting Firms, I hope that this report will offer an insight into the current situation of the industry and its leading role in organisational transformation, especially during the current crisis.

The report includes a section with the opinions of top executives from each of the AEC's member companies on the post COVID- 2019 scenario and the essential role of consultancy firms in preparing business for the 'new normal'.

This report would not have been possible without the generous collaboration of the many consultancy firms—from inside and outside our organisation—who answered our survey and provided precise data. I would like to thank them most sincerely and send them my best wishes for this new stage.

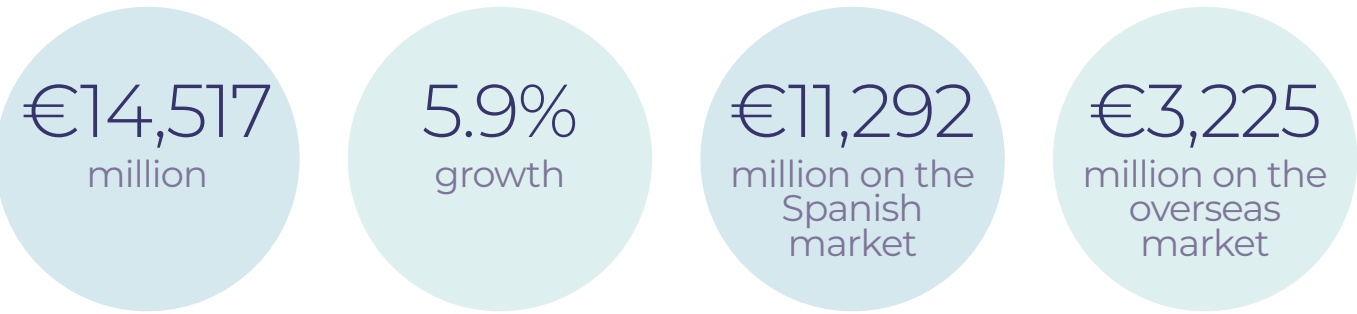
Elena Salgado  
Chair of the Spanish Association  
of Consulting Firms



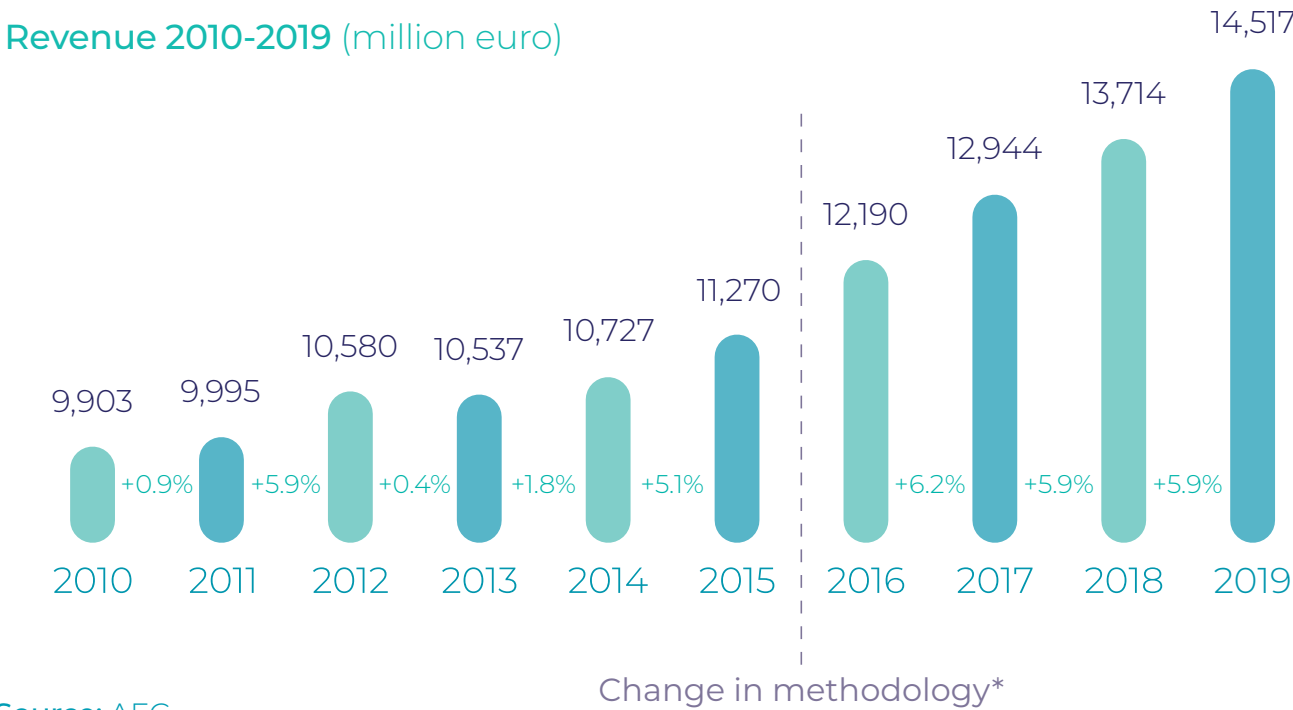
# Key Figures

## Revenue 2019

Revenue up by 5.9%.



Revenue 2010-2019 (million euro)



Source: AEC

## Employment 2019

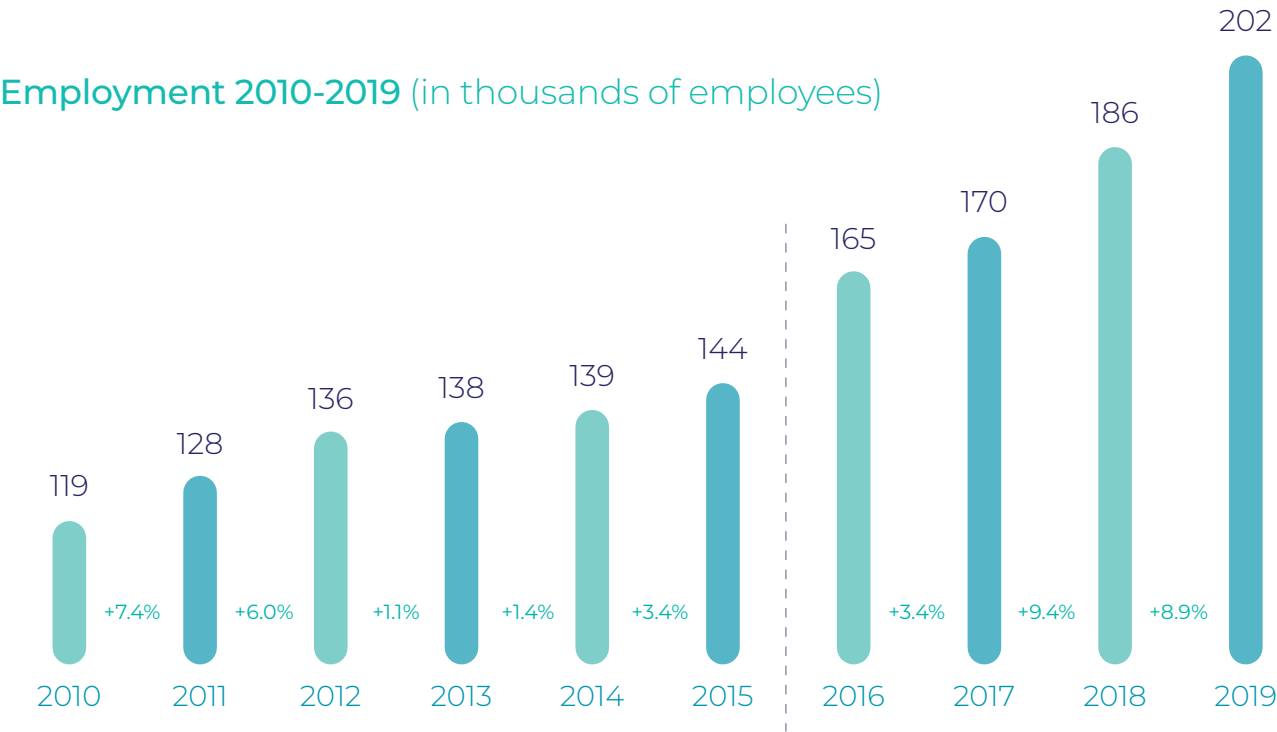
The industry continues to create more high-quality employment, above the average for the Spanish economy.

202,000 employees

8.9% Increase

\*Change in methodology extending the scope of analysis of the industry.

Employment 2010-2019 (in thousands of employees)



Source: AEC

## Revenue distribution 2019



By industry



Source: AEC

X3

## Training

Investment in training is more than 3 times the Spanish average.

3% of revenue

## Innovation

Investment in innovation is more than twice the Spanish average.

# Executive summary

## Sustained growth in revenue

In 2019, revenue in the industry rose by 5.9% to €14,517 billion. This trend has remained stable over the last year, especially since 2015, with increases of over 5%. As in previous years, the industry has grown ahead of Spanish GDP.

## Consistent creation of quality employment

Net employment in the industry increased by 8.9% in 2019, and it now has a workforce of over 202,000. The number of employees has been increasing steadily since 2004, the first year for which data is available. The industry generates high-quality, knowledge-intensive employment; 66% of staff have completed higher education, of whom 74% have STEM degrees.

## Most-demanded soft skills: Learning capacity, teamwork and customer-orientation

Our survey shows that once again the soft skills most highly-valued by consultancy firms are: capacity for learning, teamwork, customer-orientation, adaptability to change, initiative and proactivity, and a results-oriented approach. These skills are of key importance in tackling the challenges currently facing the market, which requires fast and flexible decision-making.

## Business in Consultancy Services continues to grow

Demand for Consultancy Services grew again in 2019, and this area now accounts for 25.3% of the industry's total revenue. This increase is partly explained by the processes of digital transformation in which companies from all sectors are currently engaged.

## Demand for services is being led by the financial services sector

The industry's largest client in 2019 was the Financial Services industry, accounting for 34.9% of total revenue. In second place came Government at 17.5%, followed by Energy & Utilities (13.6%), and Telecommunications & Media (12.1%).

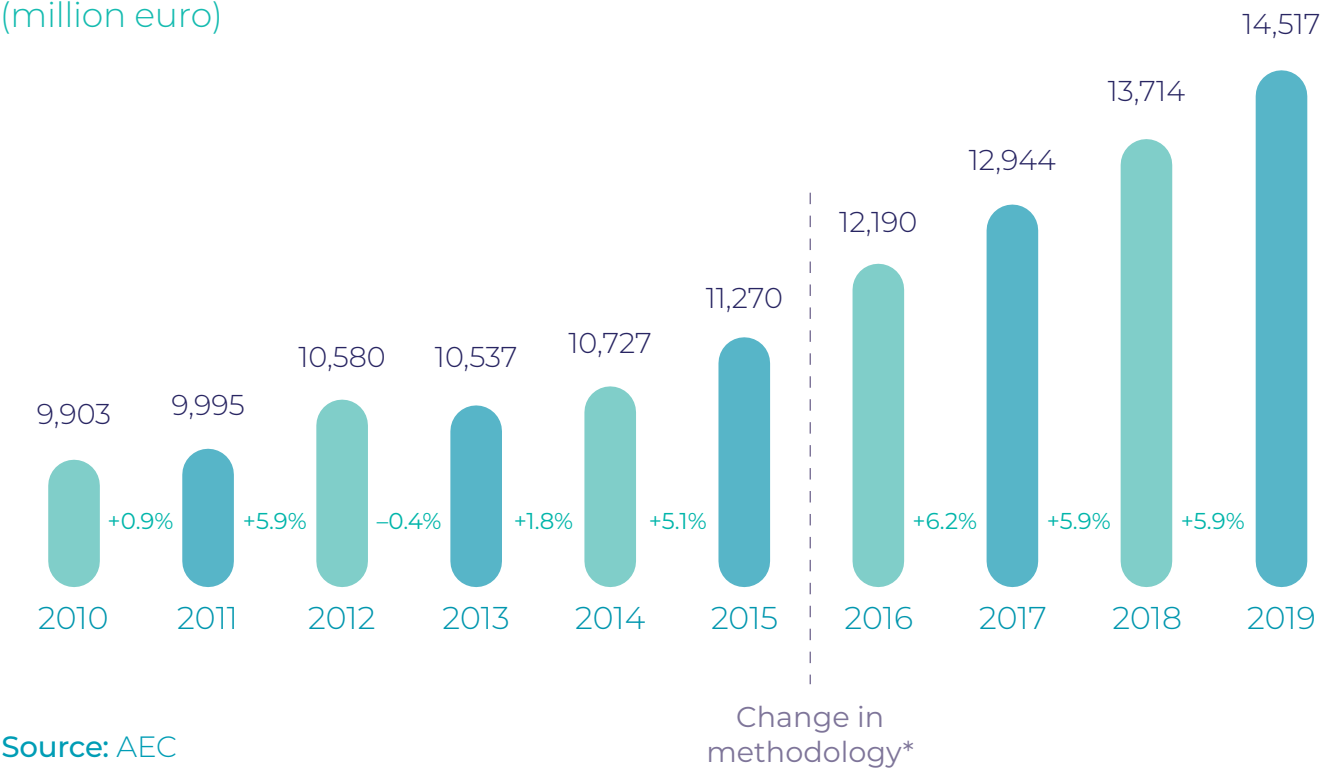
## From Big Data & Analytics to Artificial Intelligence

According to the firms surveyed, the technology that netted most revenue in 2019 was Big Data & Analytics, followed by Cloud Computing, Cybersecurity and Automation. Nonetheless, they predict that over the next five years, Artificial Intelligence will grow to be the largest source of income, followed by Big Data & Analytics, Cybersecurity, Cloud computing and Service Automation, in that order.

# Revenue of the consultancy industry

In 2019, Spanish consultancy firms had combined revenue of €14,517 million, a 5.9% increase on the previous year. This growth —ahead of 2018 forecasts— continues a trend begun in 2015, with annual growth rates of over 5%. The figures reflect the dynamism of the industry and confirm its role as a driving force in the growth of the Spanish economy.

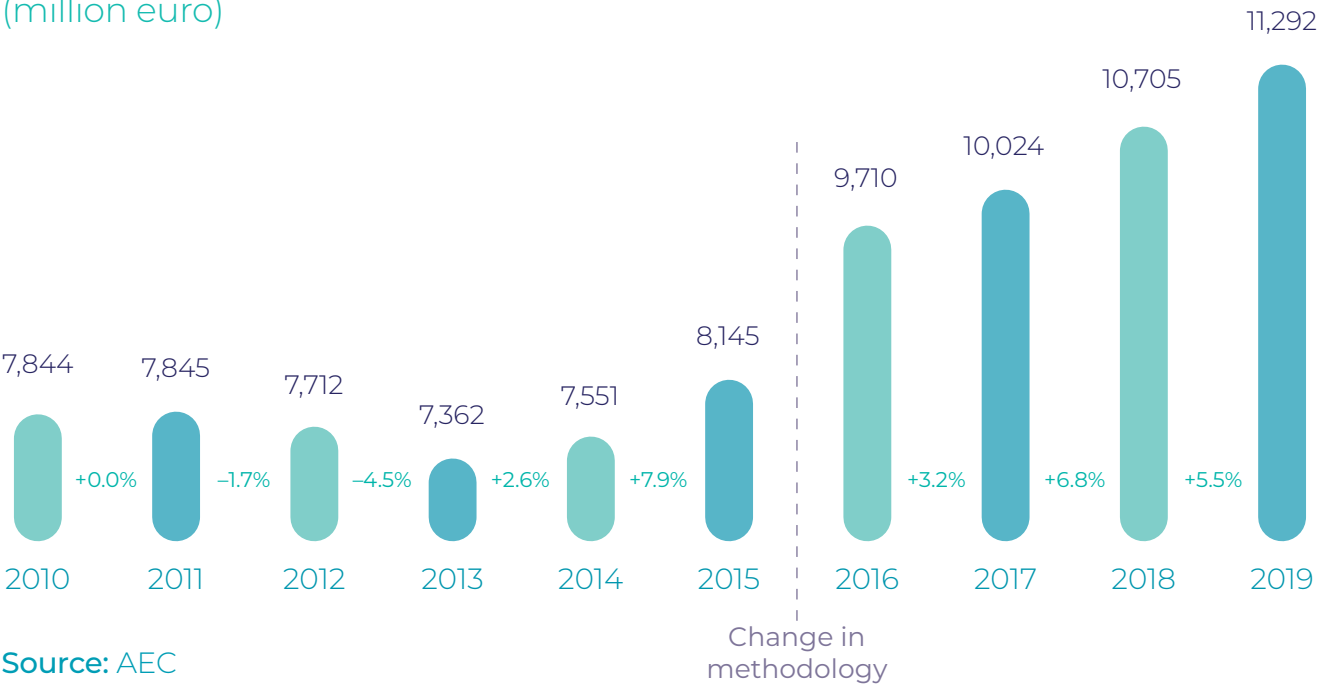
The consultancy industry continues to consolidate its growth (million euro)



Revenue on the domestic market came to over €11,292 million in 2019

Growth during 2019 has been driven by increased earnings on the domestic and overseas markets. Revenue in Spain grew by 5.5%, to €11,292 million, while sales on overseas markets increased by 7.2% to €3,225 million.

Revenue from the domestic market continues to grow (million euro)



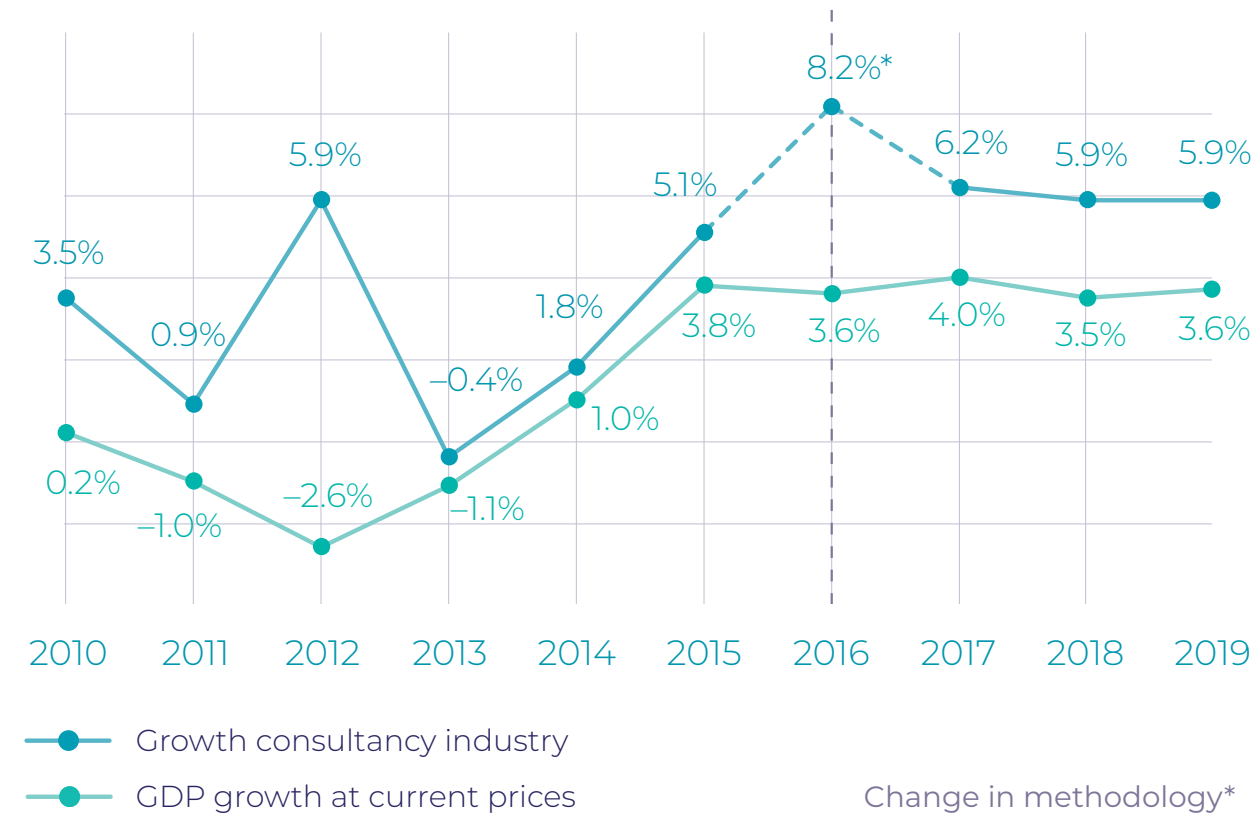
Considerable growth in sales on overseas market (million euro)



The industry's strong performance is largely due to the digital transformation currently occupying both the public and private sector, where new technologies are key levers of change. In this process, the knowledge and experience consultancy firms can provide are indispensable in enabling organisations to transform their business models and adapt flexibly and efficiently to the new needs of the market and consumers.

Revenue up 5.9% on 2018

Revenue for the consultancy industry outstrips GDP



Sources: industry revenue, AEC; GDP growth at current prices, INE (National Accounts Spain, base 2010, and National Quarterly Accounts of Spain, base 2010).

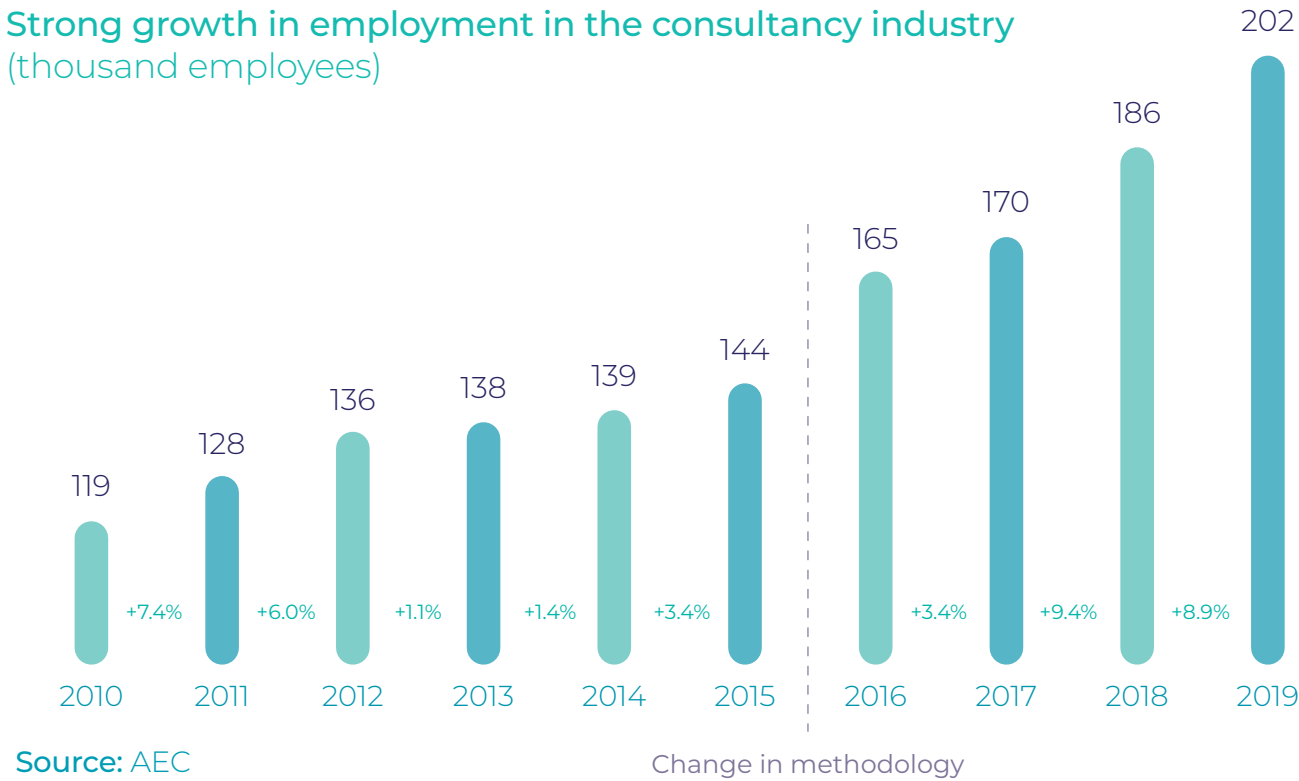
Structurally the industry has grown ahead of Spanish GDP growth. In simple terms, this means that consultancy has consistently contributed more than the average to the creation of national wealth.

Following the trend of recent years, revenue for the consultancy industry grew by two percentage points ahead of nominal GDP.

# Employment in the consultancy industry

In 2019, the industry employed over 202,000 staff, about 16,000 (8.9%) more than the previous year. This upward trend has been continuous since 2009, accelerating over the last two years, when the workforce grew by over 16,000 per year.

Strong growth in employment in the consultancy industry (thousand employees)



Source: AEC

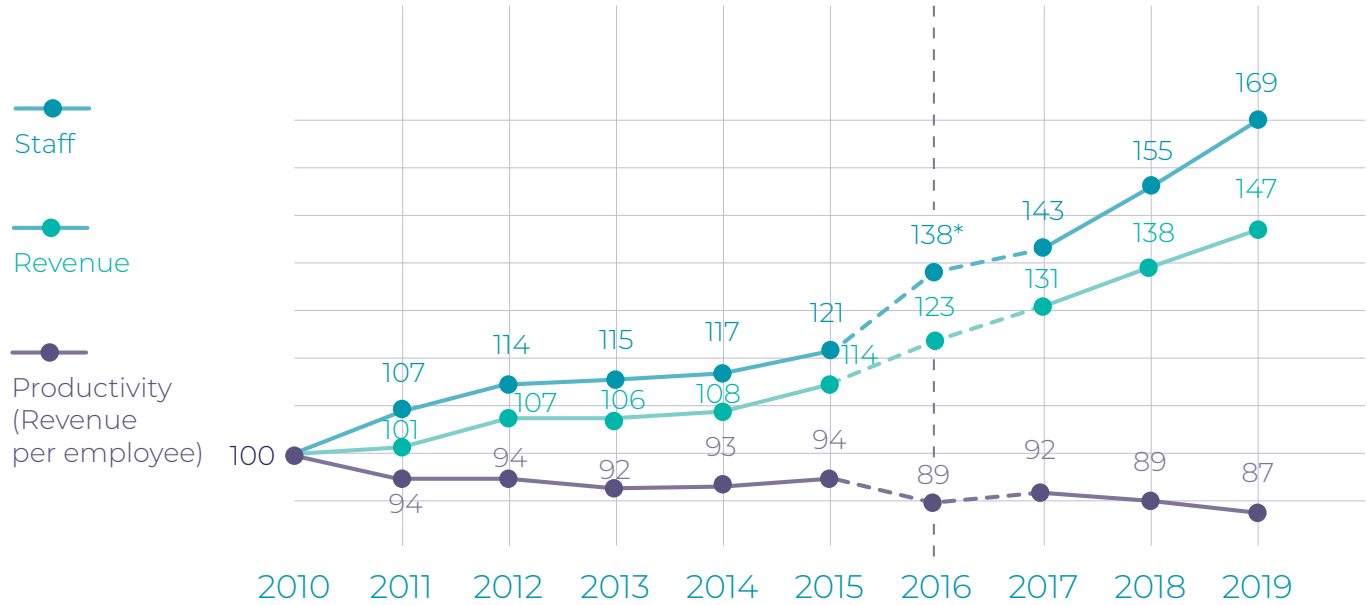
The principal asset of consultancy firms is their human capital, and each year they work hard to recruit and retain the best talent. To do so, they invest strongly in staff training, ensuring that employees keep abreast of new technology and honing their skills to market requirements.

industry continues to invest more than the Spanish average in talent, in both absolute and relative terms.

In line with the trend of recent years, the number of employees rose ahead of revenue, resulting in a slight fall in turnover per employee. This was essentially the result of pressure on prices, which lead to a drop in profit margins. Nonetheless, the

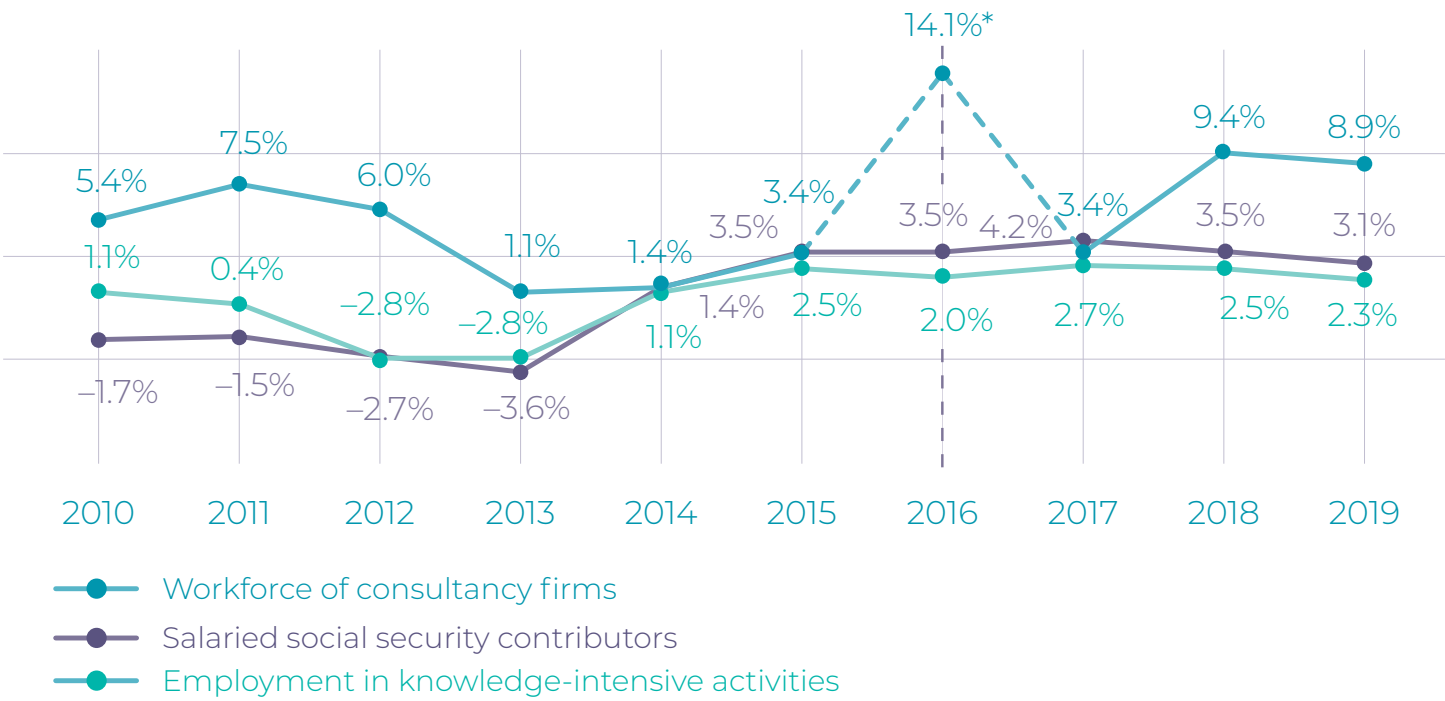
Employment up 8.9% in 2019

Workforce, revenue and productivity  
(revenue per employee) (2010=base 100)



Source: AEC

Growth in workforce of Spanish consultancy firms, salaried employees in Spain and employment in knowledge-intensive activities in Spain (2010-2019)



Sources: for Spanish consultancy workforce, AEC; for salaried social-security contributors in Spain, Annual Statistics of the Ministry for Labour and Social Economy; for employment in knowledge-intensive activities: Eurostat.

\*Change in methodology

Consultancy firms invest 3.5 times the Spanish average in staff training

By the very nature of its business, the consultancy industry tends to draw on the most qualified segment of the labour market. More than 66% of employees have completed higher-level studies, well above the Spanish average. Consultancy firms tend to prefer STEM (Science, Technology, Engineering and Mathematics) graduates. More than 74% of all graduates hail from these areas. Even so, given the wide variety of services they provide, consultancy firms also need staff with other qualifications in both science and the arts.

In 2019 the industry invested more than €74.7 million in training, 15% up on 2018 — an average of €370 per employee. This is much higher than the Spanish average of around €104. These figures reflect the importance consultancy firms place on their staff's qualifications, which are essential for ensuring that they remain at the technological cutting edge and can successfully take on the new challenges of the digital economy.

More than 66% of staff have higher-level qualifications, of whom 74% have STEM profiles

Indicators for expenditure on training by consultancy firms vs. Spanish companies in general

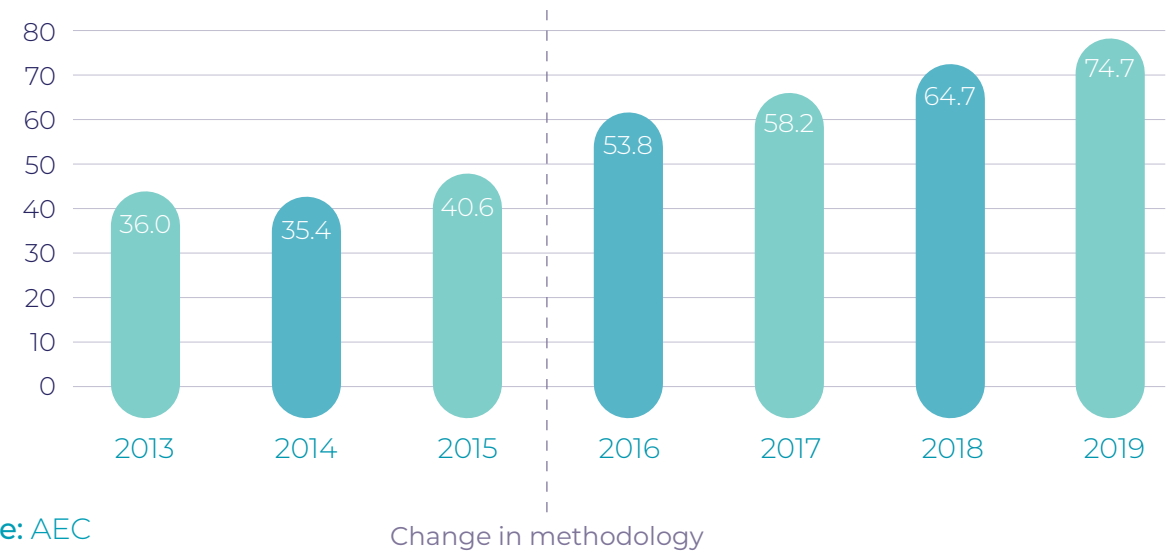
	2013	2014	2015	2016	2017	2018	2019
Expenditure on training by Spanish consultancy firms (€ million)	36.0	35.4	40.6	53.8	58.2	64.7	74.7
Expenditure on training per employee in Spanish consultancy firms (euros)	260	251	283	329	342	348	370
Expenditure on training per employee in Spain (euros)	101	100	94	91	94	100	104
Training hours per employee in Spanish consultancy firms (hours per year)	30.2	29.0	30.5	30.9	32.2	30.5	29.1

Change in methodology

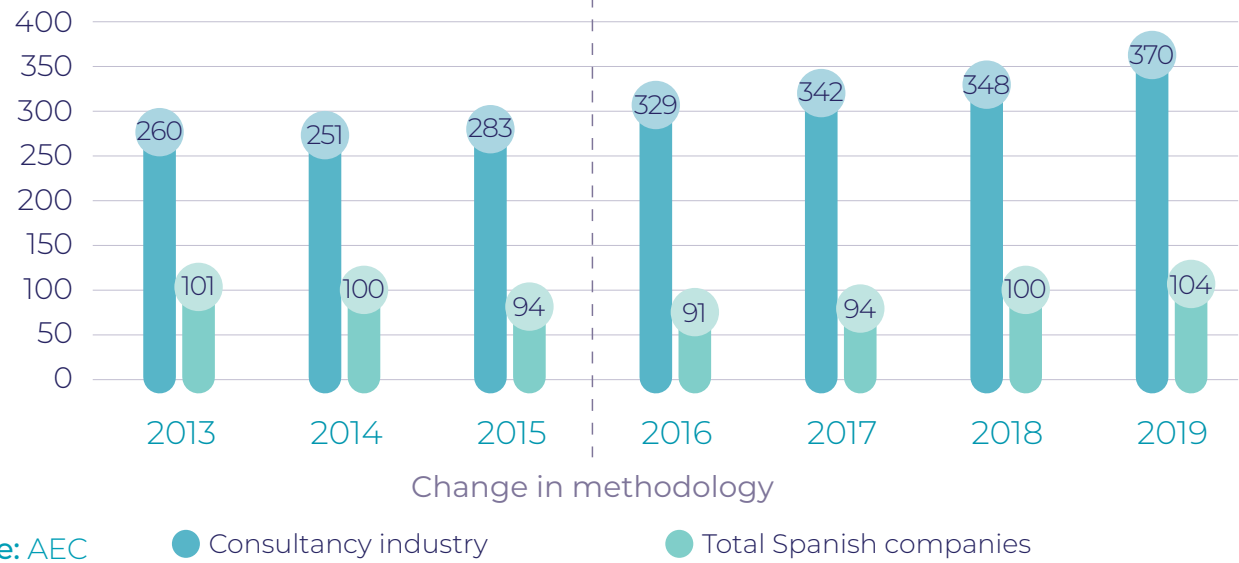
Source: AEC and Instituto Nacional de Estadística (INE)



Increase in expenditure on training by consultancy firms (million euros)



Increase in spending per employee on training in consultancy (euros)



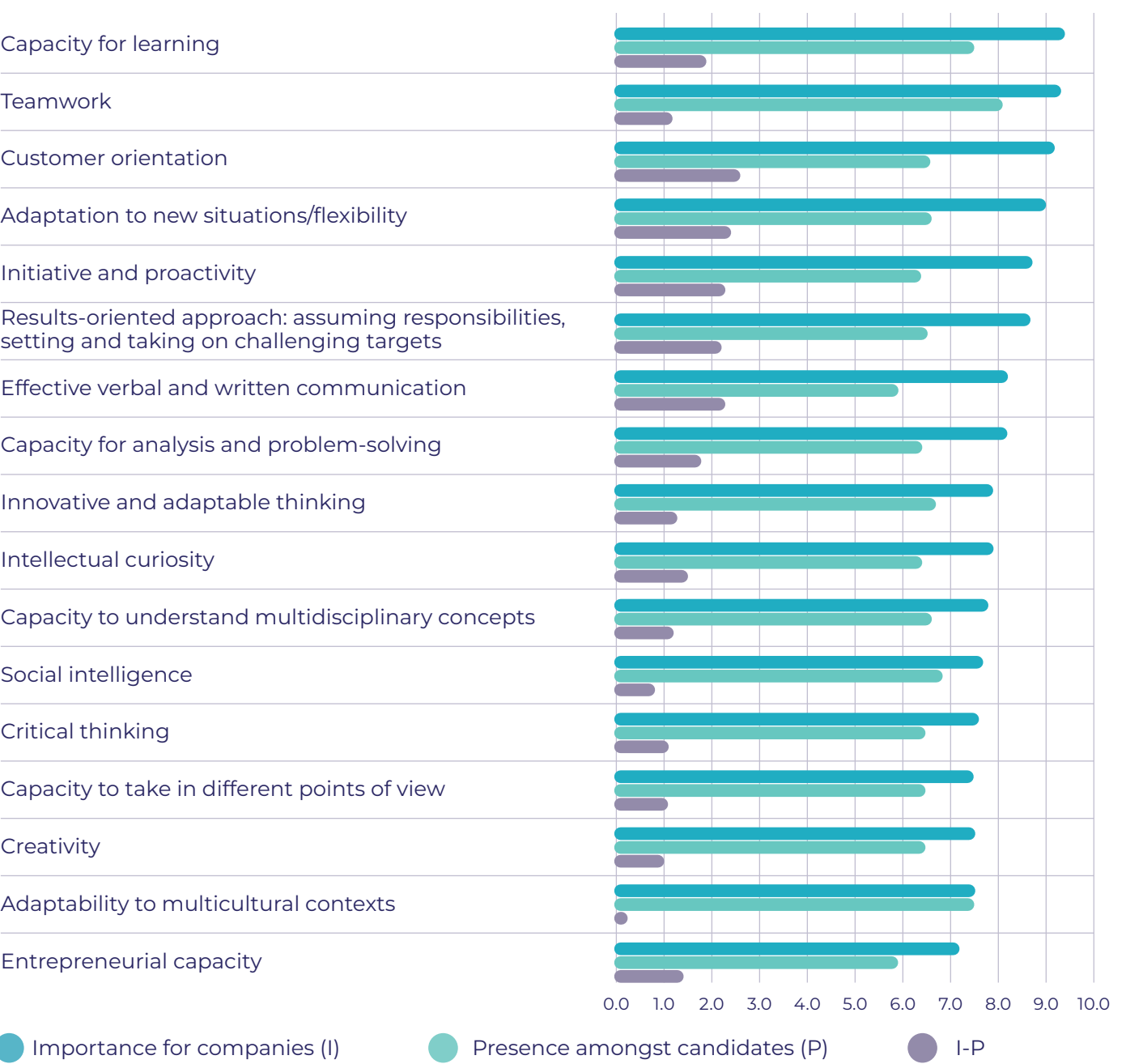
Employees spend an average of 29.1 hours in training. In recent years, there has been a greater level of specialisation in technologies such as Big Data & Analytics, Cloud Computing and Cybersecurity. Nearly 43% of staff training hours were related to new technologies and methodologies, with the remainder being spent on complementary training and the development of relational skills to ensure success in the client experience.

Between organic growth and natural churn, consultancy firms hired nearly 41,000 new staff in 2019, equivalent to 22% of the total workforce. Around 47% of new recruits were new graduates with no previous work experience (not taking into

The industry invested 15% more in staff training than in 2018

account interns and people with agreements with educational institutions). These figures reflect the industry's capacity for job creation, once again recruiting talent from among young graduates and facilitating their access to the labour market.

Key skills demanded by consultancy firms



Source: AEC

When hiring new recruits, as well as looking for technical knowledge, qualifications and experience, consultancy firms also value a range of soft skills that bring added value to their services. These include capacity for learning, teamwork, customer-orientation, adaptability to new situations, and initiative and proactivity.

The graph shows the extent to which the companies surveyed felt that candidates actually possessed these skills. While the results indicate that by and

large, candidates meet industry requirements, there is still room for improvement in matching their skills to real working needs, with a clear shortfall in certain specific areas including entrepreneurial capacity and effective communication.

As a result, firms in the industry are now working with educational institutions with a view to adapting the education of potential employees to the needs of an economy in transformation.

# Distribution of Services

Consultancy firms offer their clients a wide range of services. These can be divided up into three broad categories: Consultancy Services, Development & Integration and Outsourcing. In 2019, Consultancy Services accounted for 25.3% of all revenue; Development & Integration, 23.9%; and Outsourcing, 50.8%.

The distribution of these services has varied in recent years. In 2010, Consultancy Services accounted for 18% of total revenue; by last year, this figure had risen to 25.3%. The contribution of Outsourcing has also increased during the period, from 40% of total revenue in 2010 to 50.8% in 2019. In contrast, the relative importance of Development and Integration services has fallen, from 42% in 2010 to 23.9% in 2019.

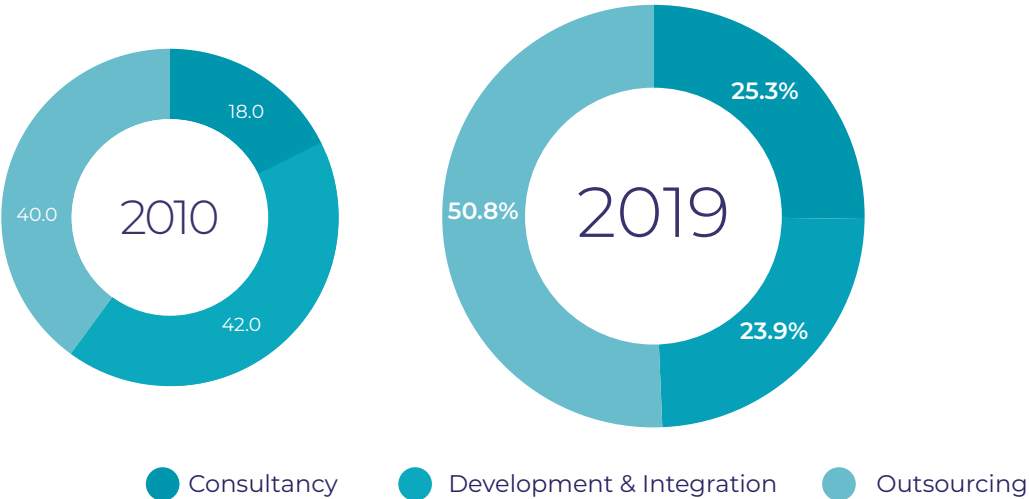
The trend in revenue from Consultancy Services over the last decade can be divided into two clearly different stages. Between 2009 and 2012, the relative contribution of this area dropped to 16%. From 2012 on, however, the trend was reversed and the share of revenue from Consultancy Services has risen ever since. Last year, total income from these services grew by 9.9%, from €3,347 million in 2018 to €3,677 million.

Outsourcing services grew steadily at an annual average rate of 7.3% between 2010 and 2019. Once again, the tendency is for companies to outsource any activities that can be performed more efficiently by specialist firms elsewhere. Revenue from Outsourcing grew by 5.7% last year, from €6,981 million to €7,380 million.

Finally, the relative contribution of development and integration services has fallen steadily over the last decade. Last year, revenue from this area rose by 2.1%, from €3,388 to €3,459 million, significantly behind general growth in the industry (5.9%).

Revenue from Consultancy Services up 9.9% on 2018, accounting for 25.3% of total

Continued increased in Consultancy Services



Source: AEC

# Distribution of revenue by client sector

Most companies are immersed in processes of digital transformation, but not all are advancing at the same pace or making the same investments in technology.

The graph below shows the distribution of revenue in the industry by client sector in 2019 and 2010.

In 2019, demand for projects was led by the Financial Services sector, which accounted for total turnover of €5,067 million, 8.7% up on the previous year. Revenue from this sector has grown by an average of 8.5% per year over the last decade, equivalent to an increase in share from 25% in 2010 to 34.9% in 2019.

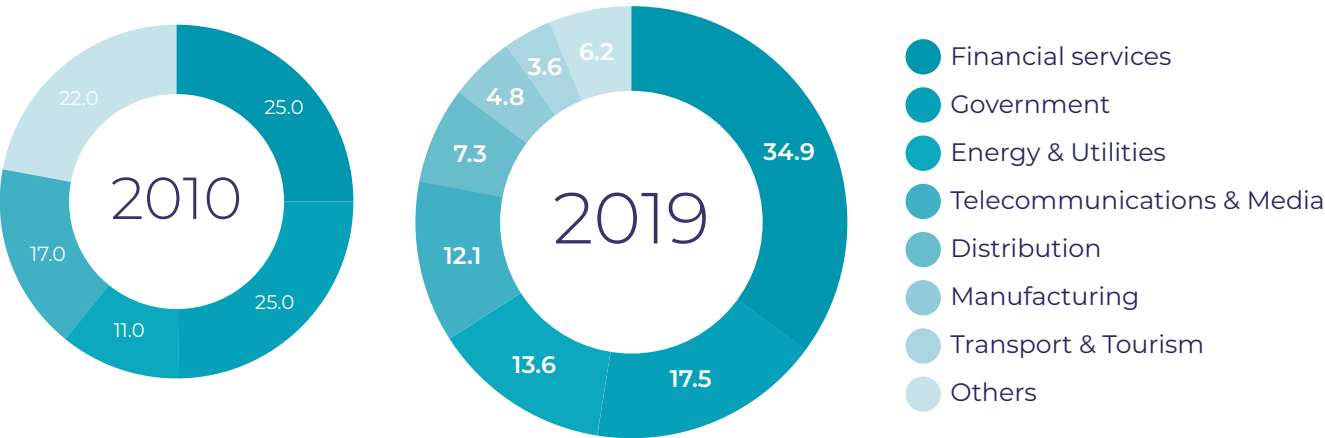
In second place came Government, which provided €2,545 million of income last year, up 5.45% on 2018. In recent years, the relative share of this sector has fallen, coinciding with the budgetary cutbacks that affected all tiers of government until 2015. From 2016 on, there has been a recovery in the sector and in 2019 it accounted for 17.5% of total revenue for the consultancy industry.

In third place comes Energy & Utilities (oil, electricity, water, gas, etc.), providing revenue of around €1,977 million. There has been a sustained increase in revenue from this sector, with average annual growth of 6.8% between 2010 and 2019. Its relative share has also increased, from 11% in 2010 to 13.6% in 2019.

Finally, the Telecommunications & Media sector generated revenue of around €1,754 million last year. It has performed irregularly in recent years, with an overall decline in its relative share of total revenue, from 17% in 2010 to 12.1% in 2019.

The Financial Services sector continues to be the industry's largest client, accounting for 34.9% of revenue

Demand from the Financial Services sector continues to grow

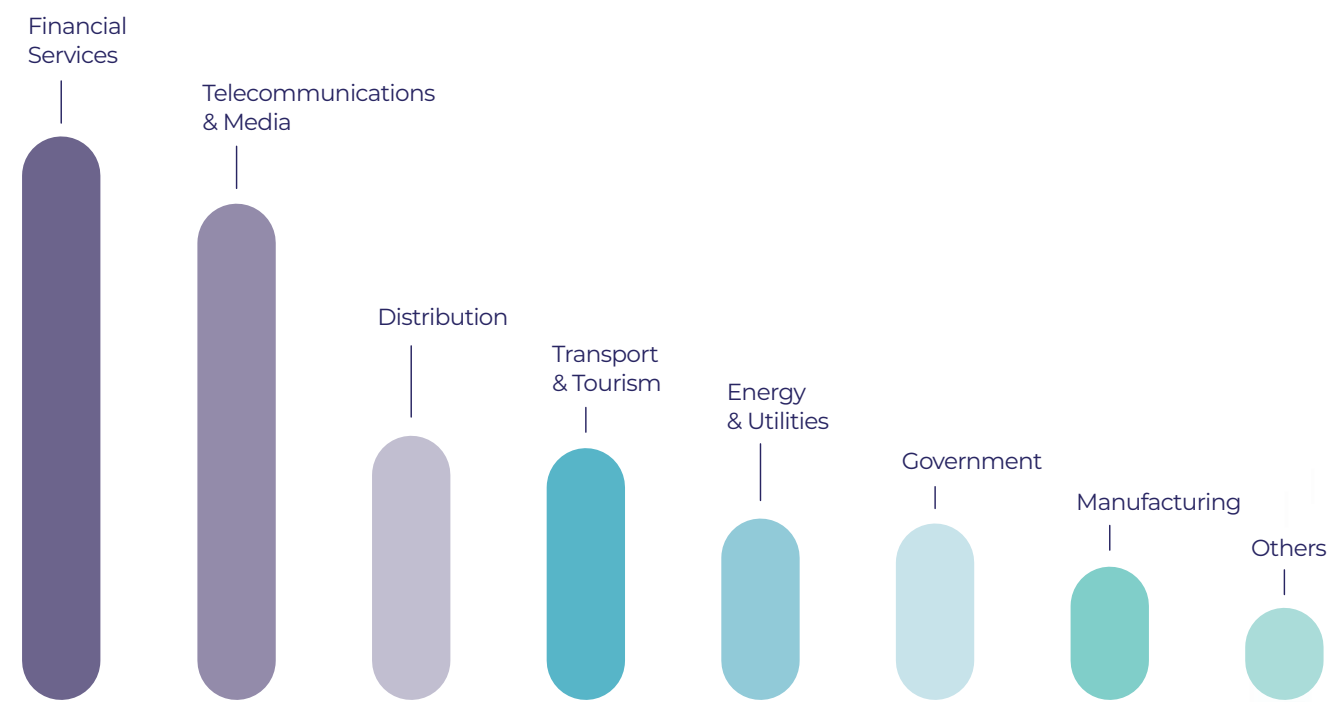


Source: AEC

Together, these four sectors make up 78.1% (€11,343 million) of the consultancy industry's total revenue. The remaining 21.9% is divided up

amongst distribution (7.3%), manufacturing (4.8%), transport & tourism (3.6%) and miscellaneous others (6.2%).

Comparison of digitalisation by sector



Source: AEC

In the opinion of the companies surveyed, the most digitalised of all sectors is Financial Services, which 92% of consultancy firms placed amongst the top three.

It is followed in second place by Telecommunications & Media and, at quite some distance, other sectors, in the following order: Distribution, Transport & Tourism, Energy & Utilities, Government, Manufacturing and Others

As the graph shows, companies across the economic spectrum and government still have a long way to go to catch up with the financial services industry in the area of digitalisation. Achieving this goal would without doubt increase the overall competitiveness of the Spanish economy.

# Forecast earnings for 2020

All the forecasts from national and international bodies point to a major drop in global and Spanish GDP in 2020.

On the other hand, the pandemic has highlighted the urgent need for digital transformation throughout business and government and, in this regard, it is possible that the consultancy industry may continue to enjoy strong levels of business. Nonetheless, it would be rash to attempt any forecast for the whole year, at least, until the third quarter of 2020.

# Innovation in the consultancy industry

Consultancy firms need to innovate constantly to meet their clients' demands and provide competitive solutions that enable them to address present and future challenges. They must therefore remain at the cutting edge of technological innovation at all times, investing heavily in this area.

In 2019 the industry spent 3% of revenue (over €435.5 million) on in-house innovation. This represented a 14% rise on the previous year, when the industry invested nearly €380 million (2.8% of revenue) and head and shoulders above the 2018 figure for Spain (1.2% of GDP) and Europe (2.1%).

Nearly ten percent (9.6%) of all employees in the industry are working on innovation projects, which call for highly specialist knowledge sets and contribute a great amount of added value to the services provided.

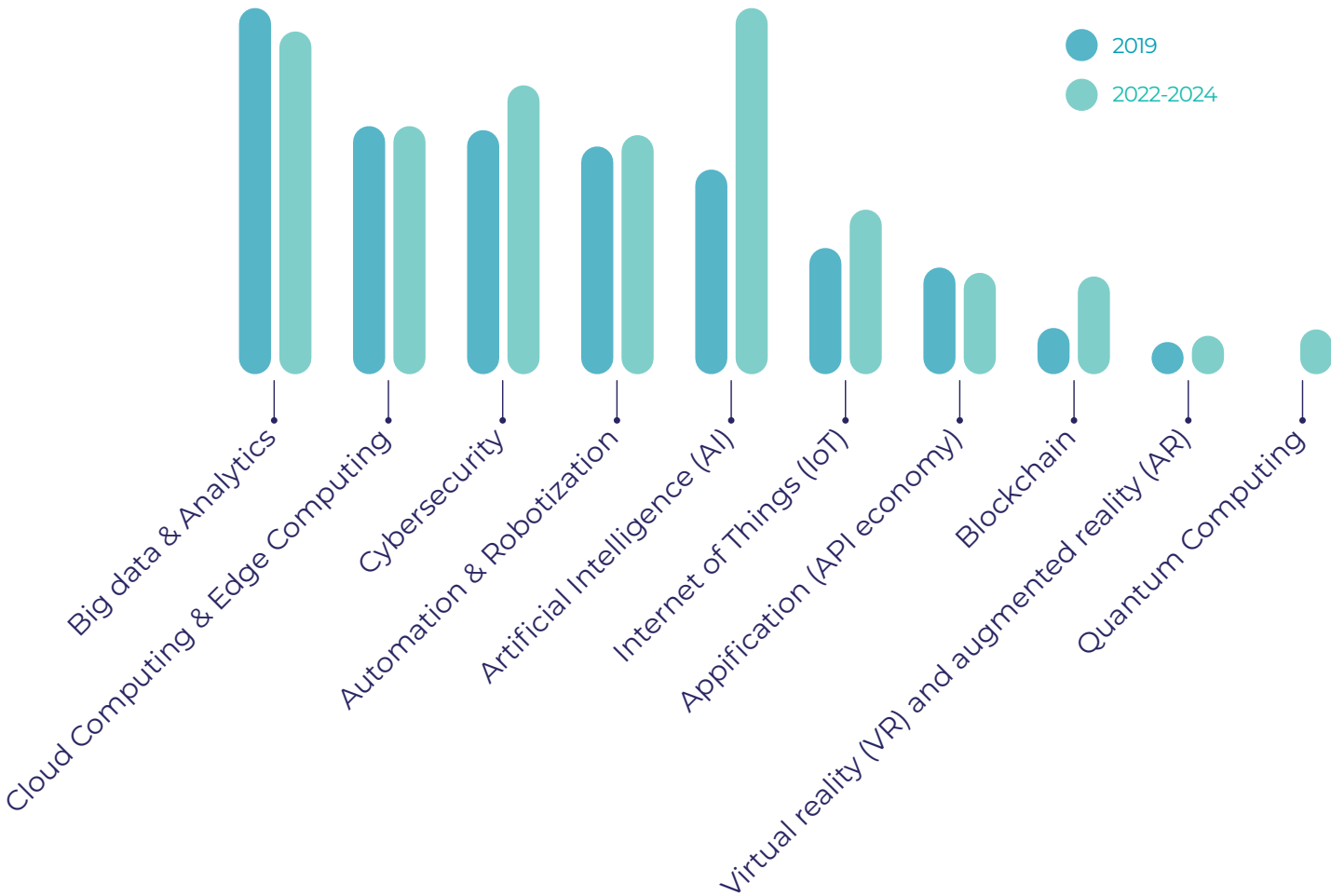
Innovation allows consultancy firms to successfully undertake projects that require new technologies and methodologies. Specifically, more than 28% of projects require a mastery of new and innovating technologies, such as Cloud Computing, Big Data & Analytics, Mobile Devices in Social Media, the Internet of Things (IoT), Artificial Intelligence, Workplace Automation and Blockchain, as well as methodologies such as Agile, Design Thinking and Lean. These projects generate 31.5% of consultancy firms' total revenue, equivalent to more than €4.2 billion.

Of these technologies, Big Data & Analytics, Cloud Computing, Cybersecurity, and Automation & Robotization had the greatest impact on organisational transformation and income generation in 2019.

The survey also highlights the speed with which new technologies are evolving. In less than five years, interviewees believe, Artificial Intelligence will have outstripped all others to become the industry's highest netting technology, followed by Big Data & Analytics and Cybersecurity.

During 2019, Spanish consultants invested more than €435.5 million (3% of total revenue) in innovation, 14% more than in 2018.

Big data & Analytics, the top generator of revenue for consultancy firms in 2019



Source: AEC



# Forum



## TECHNOLOGY WILL BE A KEY LEVER IN ADDRESSING NEW CHALLENGES

Once the threat of the pandemic has eased, the game rules will have changed. The current situation has highlighted the importance of digitalisation for society and the economy. The healthcare, social and economic crisis makes it essential for companies to operate in an environment in which technology will be crucial for business viability. Indra has the solutions and capacities, not only to respond to the challenges arising from the coronavirus pandemic, but also to prepare companies and institutions, organisationally and technologically, for the new scenario.

**Fernando Abril-Martorell**  
President, Indra



## THE ROAD TO RECOVERY WILL BE DIGITAL

We are witnessing a speeding-up of teleworking and digital access to all types of service. The migration to digital technologies in all domains as a result of the pandemic is here to stay, and it will form an essential part of the recovery process.

Organisations that are capable of evolving and accessing differential talent will have a competitive edge within a highly uncertain environment.

Our role as strategic partners is to respond to these needs, providing practical business, technology and innovation solutions, and working openly and in collaboration with our clients. We must be the drivers of the accelerated transformation that society needs.

**Fritz Hoderlein**  
CEO, Everis



## VITAL DIGITAL TECHNOLOGIES AND PROCESSES

Great crises always lead to the breakdown of many barriers and paradigms. The popularisation of teleworking, the rise in online shopping, the increased use of remote health care and the employment of collaboration platforms for work and training are all disruptive examples that have now become universally accepted. Digital technologies and processes –with all their capacity to be scaled up in a short time– are essential if this new reality is to be safer and smarter. The digital transformation of business models and operations is becoming ever faster: we will see more agile and flexible companies and government bodies working for more connected citizens, in a more supportive and responsible society.

**Domingo Mirón**  
President of Accenture Spain, Portugal and Israel



## DIGITALISATION, A KEY FACTOR IN THE NEW NORMAL

Just when the brakes have been put on our physical world, the digital world has been galvanised more than ever before. The pandemic has sped up companies' existing digitalisation plans, not only in order to meet short-term requirements, but also, and more importantly, to build the foundations of resilient, flexible and efficient operating models for the future.

Companies across all industries are reinventing themselves to adapt to new market scenarios, as are consumers, and technological innovation will have to gain ground as a strategic component. In an era of great uncertainty and ever-accelerating change, technological partners will be essential for transformation. Technology will continue to be a key factor for operating successfully in the new normal.

**Francisco Bermúdez**  
CEO of Capgemini España



## TECHNOLOGY AS A DIFFERENTIATING FACTOR IN THE NEW NORMAL

The Covid-19 crisis has cast a sharp light on one fundamental issue: those companies that were already engaged in modernising their processes and committing to new technological models, to make their infrastructures and applications more flexible, have been much better prepared to cope with a situation as disruptive as this and will be able to adapt more swiftly to all the challenges of the so-called 'new normal'. During this stage, we will play a key role as technological consultants, helping to steer our clients' transformation plans in the right direction, but also encouraging those that have not yet done so to take the definitive leap. We cannot afford a two-speed economy and we believe that technology is the differentiating factor that will define our future.

**Jorge Jiménez Molina**  
CEO, Viewnext



## LEVERS FOR THE CHALLENGES CURRENTLY FACING OUR SOCIETY

The health crisis has highlighted the need for a more united, equitable and sustainable society, in which no one is left behind. In such a society, technology, talent, innovation and digitalisation will all be decisive levers for responding quickly and precisely to the great challenges we face as a society. This will require new mechanisms of public-private partnership, in which we are capable of adapting our operating models, and that place people at the centre of our responses and solutions.

**Luis Abad**  
CEO, Altran Spain



## OUR CAPACITY TO ADAPT WILL MAKE THE DIFFERENCE

The world was unprepared, many underestimated the threat and the crisis has had an unnecessarily large impact on many companies. However, it has also served to show that many things that once appeared impossible are actually not that difficult. We are only at the beginning of a process of adaptation in which we will have to challenge the way our organisations, processes and supply chain are defined, in order to design an operating model that will help us overcome the uncertainty with greater guarantees and improve our resilience to unforeseen circumstances. Now more than ever our clients need to adapt to be able to transform their value proposition and accelerate their commitment to gain agility, elasticity and security. That is our mission at DXC for our clients in this new stage.

**Juan Parra**  
CEO, DXC Technology in Spain and Portugal



## THE TIME HAS COME TO CONTRIBUTE MORE VALUE TO BUILD A POSITIVE FUTURE AFTER COVID-19

Before Covid-19 struck, consultancy and digitalisation were looking to make the most of companies' capacities in order to contribute value to society and build a positive future for all. Now we have a fundamental role to play in helping clients and citizens to deal with a 'new normal' marked by teleworking, digital transformation and the adaptation of processes and businesses to new contexts. The process of digitalisation has been sped up (although strategies already existed for Cloud Computing, security and design of new products and services). Our duty as Sopra Steria is to work with our partners from all sectors (banking, insurance, government, transport, retail, airlines, telco, utilities and energy) to find innovative solutions that will help them overcome this situation and emerge even stronger.

**Antonio Peñalver**  
CEO, Sopra Steria Spain



## THE POST COVID-19 SCENARIO WILL RESULT IN A TRANSFORMATION OF THE ECONOMY, WITH TECHNOLOGY PLAYING A CENTRAL ROLE

The Covid-19 pandemic was an unpredictable event that changed the existing paradigm at all levels, precipitously altering all previous approaches. This has made it necessary to speed up the digitalisation of companies and it places our tech companies in the front line of the transformation of the economy.

Our acquisition of IECISA, in the midst of the present health crisis is evidence of our faith in the future, in a new and altered context in which digital technology is expected to expand at an exponential rate, and our confidence in the benefits that the post-crisis recovery will bring. We are prepared.

**Carlos Muñoz**  
Head of Iberia – LATAM Area / Gfi



## STRATEGY AND TALENT, KEY PILLARS FOR LEADING TRANSFORMATION AND ADAPTATION TO THE POST COVID-19 SCENARIO

Covid-19 will be a catalyst for change and consultancy firms will have to play a key role in the recovery process and in preparing their clients for the post Covid-19 scenario. This transformation will be spearheaded by organisations that are capable of mentoring companies in their end-to-end challenges and we will have to provide clients with the multidisciplinary capacities that these processes require.

Many businesses are going to have to re-imagine themselves and the introduction of digital technologies –such as robotics, cloud computing and artificial intelligence– will accelerate, promoting transformations in business models. At the same time, leading companies will have to redouble their efforts to generate confidence amongst society, clients and the talent.

**Héctor Flórez**  
Managing Partner, Consulting Area, Deloitte Spain



## NECESSARY COLLABORATORS

Today, the flexibility of technological consultancy firms is essential for adapting to clients' needs and providing solid responses to the challenges presented by a future that has been ushered in abruptly. Major technological trends, which had not previously been implemented on a large scale, are now here to stay, demonstrating that the digital transformation is not only welcome but unstoppable.

Lockdown has acted as a vast testbed, confirming that consultancy firms are now, more than ever before, necessary and essential collaborators. With the focus on distributed work, increased organisational flexibilization and data and information processing, we will need to implement and consolidate innovative solutions that enable all organisations to become a part of the future.

**Emilio Gil Domínguez-Blanco**  
Director general, IECISA



## OUR RESPONSIBILITY, TO PROMOTE THE DIGITAL TRANSFORMATION OF SOCIETY

Technology has proved to be a key ally in keeping the country and the business world running. We have learnt the importance of public-private partnerships, of joining forces and working in coordination to achieve our goals. Consultancy firms have had to step up to the plate and assume an important responsibility to society in the midst of the pandemic, but we must continue to promote the digital transformation throughout society in the post Covid-19 stage. It will be indispensable to take care of our basic services such as health and security and to reinforce our values, our capacity for communication and our adaptability to a tough, changing and very demanding scenario, but one which will bring out the best of us.

**Luis Furnells**  
CEO, Oesía Group



## EMERGING WITH RENEWED STRENGTH INTO THE NEW NORMAL

A new reality is upon us and organisations are speeding up their transformation processes in order to be more resilient, agile and efficient. Yesterday's yardsticks will no longer be valid tomorrow. This disruption is transforming whole industries and requiring us to reinvent businesses.

In this process of reinvention, the combination of exponential technologies –AI, automation, IOT, blockchain and 5G– is leading to the generation of scalable organisations —what we at IBM call cognitive enterprises— which can respond to the challenges of citizens, clients and employees using a multicloud environment.

Channelling that transformation towards a more digital, 'liquid', automated, intelligent, safe and resilient era will make the difference and will define the essence of the organisations that emerge with renewed strength into the new normal.

**Isabel Gómez Cagigas**  
General Manager for Spain, Portugal, Greece and Israel, IBM Global Business Services



## GREATER TECHNOLOGY TO COMBAT COVID-19

The mantra of digitalisation was already well-established before Covid-19 came on the scene, but the current crisis has made one thing very clear: Information Technology (IT) is decisive in determining whether a society works or not. Technological solutions must be capable of combining digital advances with the physical world. Here, consultancy firms are assuming a major role as strategic advisors in this transformation — which is universal, truly massive, disruptive and fast... and which is even rewriting the rules of competition. We will also work to ensure that this new reality contains a social contract in order to prevent new digital gaps from appearing.

**Arancha Manzanares**  
Vice president, Ayesa



## THE ONE THING THAT IS TRULY PERMANENT IS CHANGE

French writer Paul Valéry said that the problem of our times is that the future is no longer what it was. I believe that the post Covid-19 scenario is essentially one of uncertainty. In just a few months, we have seen how at all levels, our certainties have been, at least, locked down.

Despite this backdrop of uncertainty, we can already begin to identify certain trends in our sector. They include the reinforced importance of digitalisation in all business processes, the value of certain secure infrastructures and the need to adapt in the short term.

However, Paul Valery's dictum dates from the last century, when there were also those who doubted the future while others banked on it. In that sense, nothing has changed.

**Oriol Ruiz Poza**  
Managing Director, Getronics Iberia



## BUSINESS RESILIENCE TO THE COVID-19 CRISIS

The Covid-19 pandemic has added a layer of disruption and volatility to the growing list of challenges faced by business leaders, testing companies' capacity for resilience to face an unpredictable future.

This situation requires a clear and structured response and it is therefore crucial to have instruments that allow us to face up to the present uncertainty and weather the storm. While some companies will need to digitalise to adapt to the new normal, others will need to reduce complexities in order to increase efficiency, and others will have to undertake a more radical transformation. However, they will all have to rethink their strategy in order to ensure long-term value.

**Ignacio Rel**  
Managing Partner Advisory Services, EY Spain





## THE NEW NORMAL WILL BE IN THE HANDS OF THE DIGITAL WORKPLACES

In different organisations, the 'new normal' will be played out in interactions with employees, customers and partners. Production of products and services will have to adapt to a new paradigm of hyperconnected digital stakeholders in a relocated, omnichannel fashion, in top-down and inside-out relations. This hyperconnection will reinvent the employee experience, guarantee the customer relationship and lead to a new way of doing business.

Flex Relationships, Security First, Omnichannel Productivity, Workplace Analytics and End-To-End Workplace, are the challenges we face, and this will require a new Digital Workplace Framework including new forms of management, of relation and of establishing new business models.

**Joan Cardona**  
CEO/Managing Partner, Atmira



## A GREAT OPPORTUNITY

For the rest of our lives we will all remember these weeks and months in 2020 that have so drastically altered all our lives. And they will without doubt change forever our way of working and inter-relating with each other. Nothing will ever be exactly the same as it was. Here at AEC—and in the industry more widely—we see this need for change as a great opportunity that will enable a decisive acceleration in transformation processes. There is only one possible scenario for our industry and that is for us to emerge stronger; now more than ever, we need to evolve processes and technology.

**Javier Latasa**  
CEO, VASS Group



## WORLDLINE, COMMITMENT IN THE FACE OF NEW NEEDS

The post Covid-19 scenario is uncertain. Our priorities and the way we inter-relate with others are changing; we are striving for a 'new balance'. Digitalisation, teleworking, contactless payment, omnichannel, adaptation of physical commerce and industries and services in general... all of these will be more important than ever.

At Worldline we are focusing on maintaining our service to our clients by developing new products that allow rapid adaptation to the 'new normal'. This will involve everyone; that is our commitment, to continue developing efficient and innovative solutions to cope with our challenges as a society, as market leaders in payments and transactional services. Developing the talent of the men and women who form Worldline will continue to be of key importance.

**Martín Javier Aranda**  
CEO, Worldline Iberia



## NEW OPPORTUNITIES ARE EMERGING FROM THE UNCERTAINTY

Having maintained good productivity rates over the last few months, we are now facing a scenario of utter uncertainty with a decline in demand that is difficult to predict.

Teleworking is here to stay, combined with face-to-face business, always ensuring the health of our employees. We can and must reorganise and redesign our internal processes to make these forms of working even more productive.

We predict that new opportunities will open up, that the digital transformation will be a key element both for a rapid emergence from this crisis, and in order to minimise the economic impact of similar incidents in the future.

Our industry is a cross-cutting element and an essential transformer.

**Walter Mattheus Elorza**  
CEO, Bilbomática



## INNOVATION FOR NEW WAYS OF DOING BUSINESS

The new reality will change the way we do business in many industries; innovation and use of technologies will be fundamental. Companies will have to make a major effort to innovate in our processes and products in order to increase or maintain our profit margins. The problem comes when more investment in innovation is required to increase business. We believe that what will be required is not just product or process innovation, but innovation of our business model itself. The way in which companies approach their business will therefore be just as important as what we do.

**Ana Rubio**  
CEO, Unisys Spain



## A NEW CHALLENGE FOR THE FAMILY FIRM: OVERCOMING COVID-19 AND BUILDING A CRISIS-PROOF FUTURE

The Covid-19 pandemic has, sadly, set the world, humanity and, obviously, the entire business community, one of the most complex challenges of recent decades.

In a business context that had already become progressively more complicated in recent years, family firms must be capable of managing the collateral effects of Covid-19 in the short term, designing a strategy that manages their present and future risks and at the same time making use of the many opportunities opening up in Europe, including its possible reindustrialisation.

CEDEC can offer extremely valuable experience in the present circumstances with proven capacity since 1965 in providing advice to European family firms on every phase of their evolution.

**Alberto Pijuan Prats**  
President and CEO of the CEDEC Group

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**Note on methodology:** Since 2004, the Spanish Association of Consultancy firms (Asociación Española de Empresas de Consultoría or AEC) has meticulously compiled data from Spanish consultancy firms to offer an annual snapshot of the most important features and trends in the industry. The data used was obtained directly from the firms and official statistics from the Ministry of Labour and the Social Economy, the National Statistics Institute (INE) and Eurostat.

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