

2020

Consultancy in Spain

THE INDUSTRY IN FIGURES



ASOCIACIÓN
ESPAÑOLA DE
EMPRESAS
DE CONSULTORÍA



2020

Consultancy
in Spain

THE INDUSTRY IN FIGURES

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Presentation



The year 2020 was marked by the public health crisis caused by COVID-19 which came with the serious economic and social consequences known by all.

Companies and public administrations had to adapt their business models and services very quickly and consultancy was essential to doing so.

The leadership shown by consulting firms in the area of digital transformation allowed them to organize their teams remotely and continue providing their services with greater intensity and the same levels of efficiency and quality.

Even during the harshest phases of the lockdown, consulting firms supported the essential sectors of the economy, making it possible to maintain economic activity to the extent possible and facilitating the extension of social benefits.

This extraordinary dedication led to a more positive outcome for the sector in 2020 than expected at the start of the pandemic. Sector revenue rebounded slightly last year to exceed 14.5 billion euros and the workforce increased by 0.7%, occupying more than 203,500 workers.

These figures are particularly relevant considering it was a year when most sectors in Spain were affected to a greater or lesser extent by the public health crisis and the restrictions imposed to fight it.

The progress made in the process of digitalizing a large number of companies and public institutions, which was accelerated due to this crisis, would not have been possible without the exceptional efforts made by consulting professionals, their knowledge and their experience.

The leadership shown by consulting firms in the area of digital transformation allowed them to continue providing their services in 2020 with the same levels of efficiency and quality

The guidance offered by consulting firms and their contributions to designing and managing projects financed with European Funds will be fundamental on the road to economic recovery

In 2020, 66% of all sector professionals had completed university studies and of the total number of degree holders, nearly 75% were specialists in STEM areas (Science, Technology, Engineering and Mathematics), which are the fields in highest demand in consultancy. In addition to this knowledge, companies seek candidates with soft skills including the capacity to learn, the capacity to hold different views and a capacity for entrepreneurship.

A commitment to gender diversity continues to be a priority for consulting firms. In 2020, the percentage of women on the workforce was 32.3%, a proportion that has remained steady over the last few years despite the fact that the percentage of women enrolled in engineering and architecture studies has gradually dropped to no more than 25%, according to the latest data.

At a time like now, when the implementation of digital technologies is becoming widespread, the updating of professionals' knowledge is crucial to consulting firms which invested more than 3 times the average per employee in Spain in 2020. Nearly 31% of all training hours were dedicated to new technologies and methods which are leading the change within organizations.

Once again, the investment consulting firms made in innovation was higher than the average in Spain which proves the sector's immense contribution to the competitiveness of the country's economy. In 2020, consulting firms invested 3.9% of their revenue in their own innovation which is 30% more than in 2019.

As concerns the distribution of the services rendered, the relative importance of development and integration services increased slightly in comparison with consultancy and outsourcing. Likewise, the financial sector, public administrations, energy and utilities companies and telecommunications firms were again this year the main consumers of consulting services in that order.

Along with the digital transformation, sustainability will be key to facing the main challenges of the future. The report "The Consulting Sector's Commitment to the 2030 Agenda", which was recently published by the AEC, reflects the contributions of consulting firms to the Sustainable Development Goals (SDG) as they integrate them in their daily activities and embark on a number of projects related to them.

As President of the Spanish Association of Consulting Firms, I hope this document, which is updated each year, helps spread awareness of the sector's performance and the important work it has done throughout the public health crisis.

Moreover, I would like to underline how the guidance offered by consulting firms and their contributions to designing and managing projects financed with European funds will be fundamental on the road to economic recovery. To this end, the report includes the opinions of the top executives at each one of the companies in the AEC with regard to the role consultancy will play in this recovery.

This report would not have been possible without collaboration from consulting firms in and outside the Association which have provided essential data and information with precision and generosity.

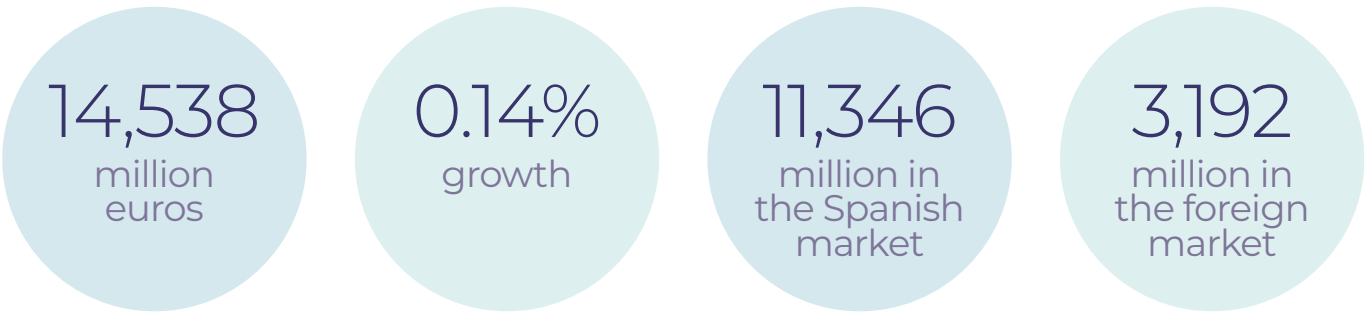
I would like to thank all of them and express my best wishes for this year.

Elena Salgado
President of the Spanish Association of Consulting Firms

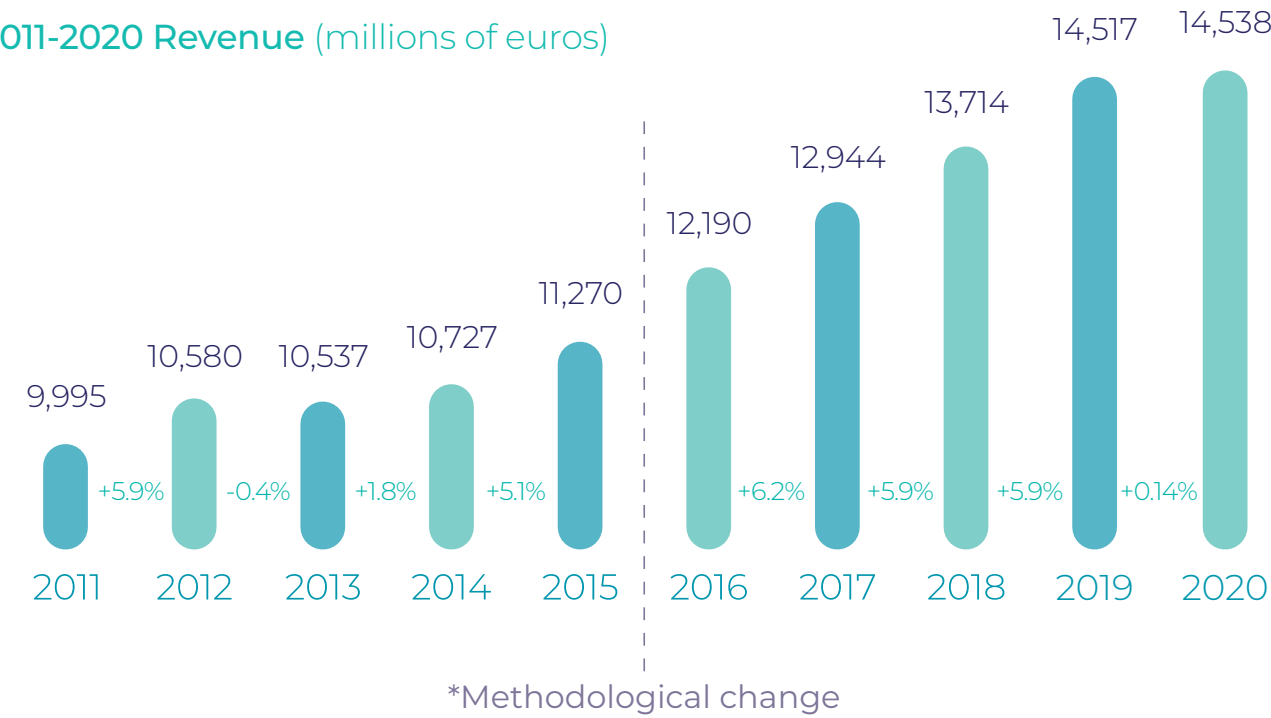
Main Data

2020 Revenue

A slight increase in revenue



2011-2020 Revenue (millions of euros)



Source: AEC (Spanish Association of Consulting Firms)

2020 Employment

The sector continues to create quality jobs despite the COVID-19 crisis

203,500 professionals



*Methodological change expanding the scope of the sector analysis.

2011-2020 Employment (thousands of people)



Source: AEC

2020 Revenue Distribution



By industry



Source: AEC

X3 Training

Investment in training per consulting sector employee is more than three times higher than the average per employee in Spain.

3.9% Innovation

of all revenue

Investment in innovation is three times higher than the average revenue in Spain.

Executive Summary

A slight increase in revenue in comparison with the drop in the economy

Despite the fall in global economic growth, Spanish consulting sector revenue remained steady throughout 2020 with a slight increase of 0.14% to reach 14,538 million euros.

This rising trend has been constant over the past several years, especially since 2015. There have even been increases of more than 5% in various years.

Job creation amidst the public health crisis

The number of jobs created has remained steady despite the public health crisis. Employment rose 0.7% in 2020 over the 2019 figure, making the sector's commitment to talent absolutely clear.

What's more, consulting firms have continued to create quality jobs: investment in training per employee triples the national average in a sector in which most professionals have already completed higher studies. At the same time, there is great drive in hiring vocational training graduates. Sector companies also continue to add female talent.

Sector companies have increased their investment in R&D&i

In 2020, consulting firms earmarked 3.9% of their revenue for innovation with a total investment of 567 million euros. This figure is 30% higher than the investment made in 2019.

A rebound in development and integration services

Development and integration services represented 28.9% of the total consulting firm revenue in 2020. The transformation processes in which all sectors are immersed and the development of new technologies, which are crucial to moving forward with the digitalization of companies and public administrations, have driven the demand for these kinds of services.

The most highly demanded skills: The capacity to learn, the capacity to take on different roles and a capacity for entrepreneurship

In accordance with the report conclusions, the skills most valued by consulting firms when selecting candidates are the capacity to learn, the capacity to hold different views, a capacity for entrepreneurship, the ability to adapt to new situations as well as initiative and proactiveness. These skills are considered key to overcoming the current and future challenges facing the sector.

The financial sector leads the demand for consulting services

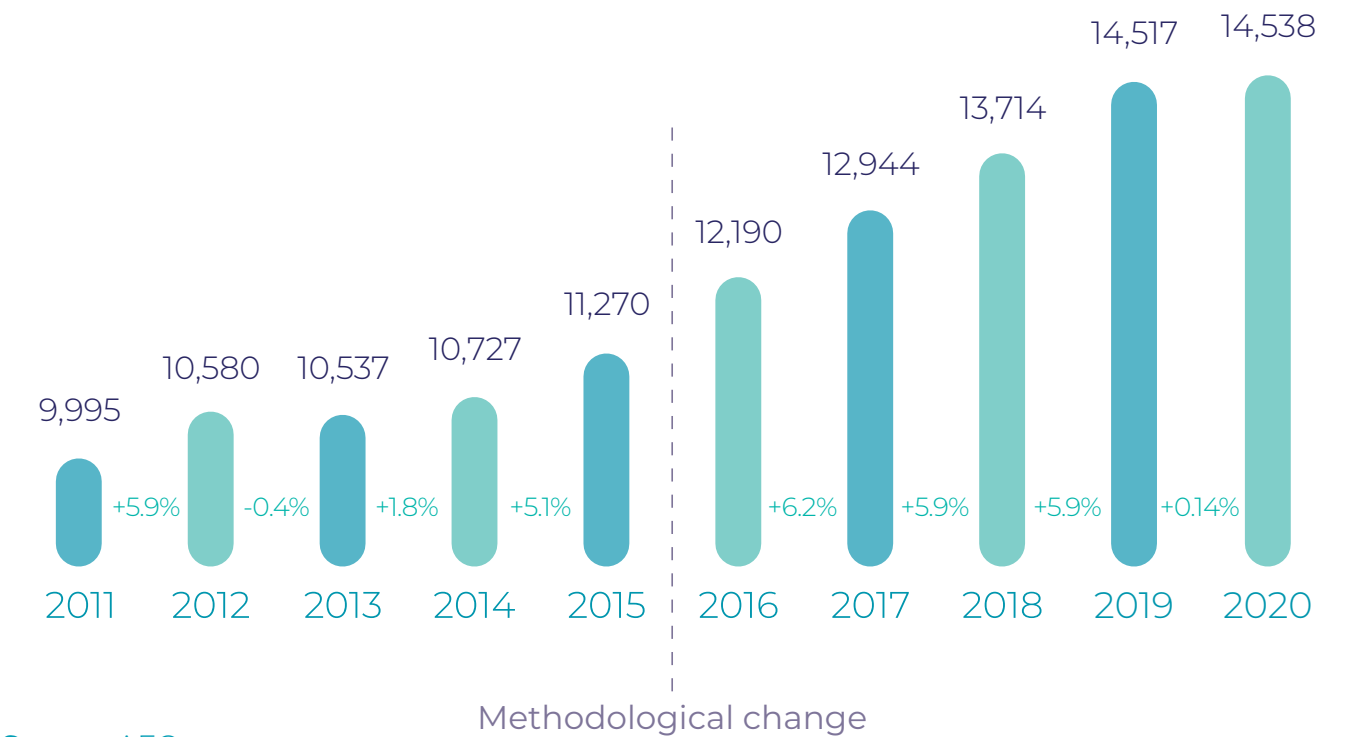
Once again, the financial sector was again this year the main consumer of consulting services, representing 34.8% of the total revenue in 2020. Following it were public administrations, accounting for 14.4% of the revenue, the energy and utilities sector at 13.8% and the telecommunications and media sector at 12.7%.

Consulting Sector Revenue

Although the consulting sector has also been affected by the public health crisis deriving from COVID-19, its revenue totaled 14,538 million euros in 2020 which is a slight increase of 0.14% over the prior year.

The experience and leadership of consulting firms in the digital transformation have been fundamental to helping organizations and institutions adapt to the new reality as they have contributed to a lower negative impact on economic activity and society from this crisis.

The consulting sector solidly responded to the COVID-19 crisis (millions of euros)

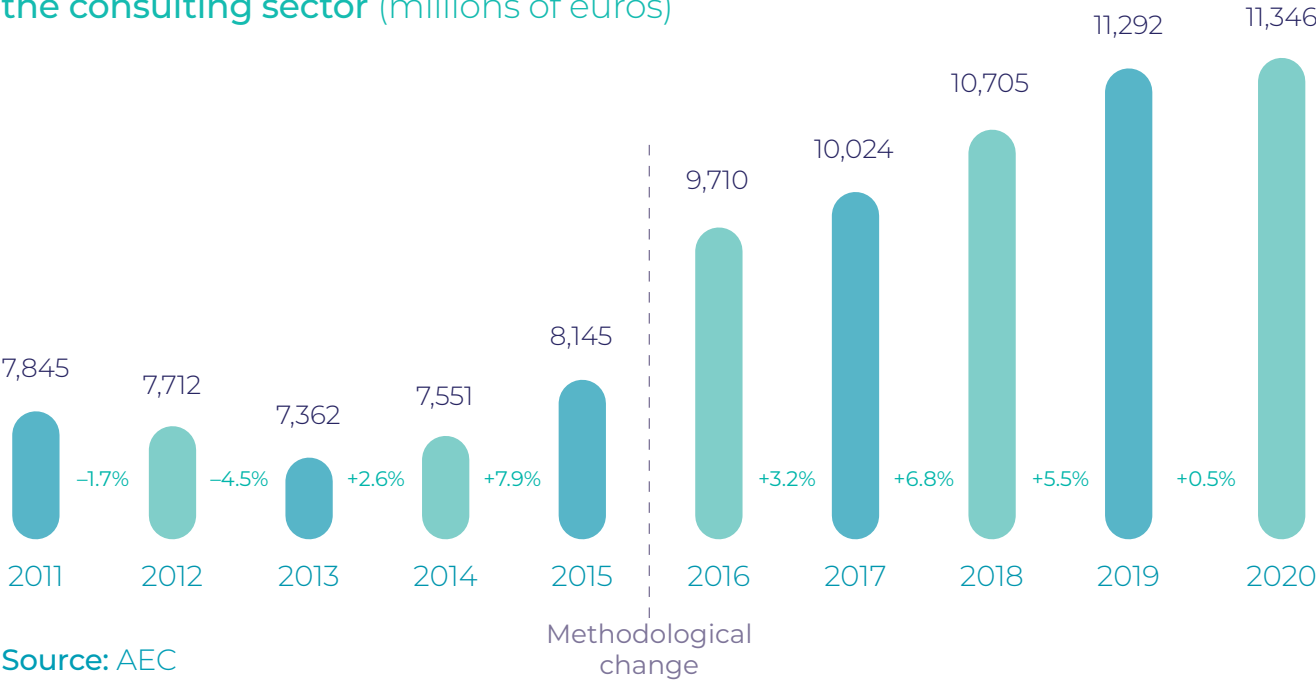


Source: AEC

The consulting sector solidly responded to the COVID-19 crisis

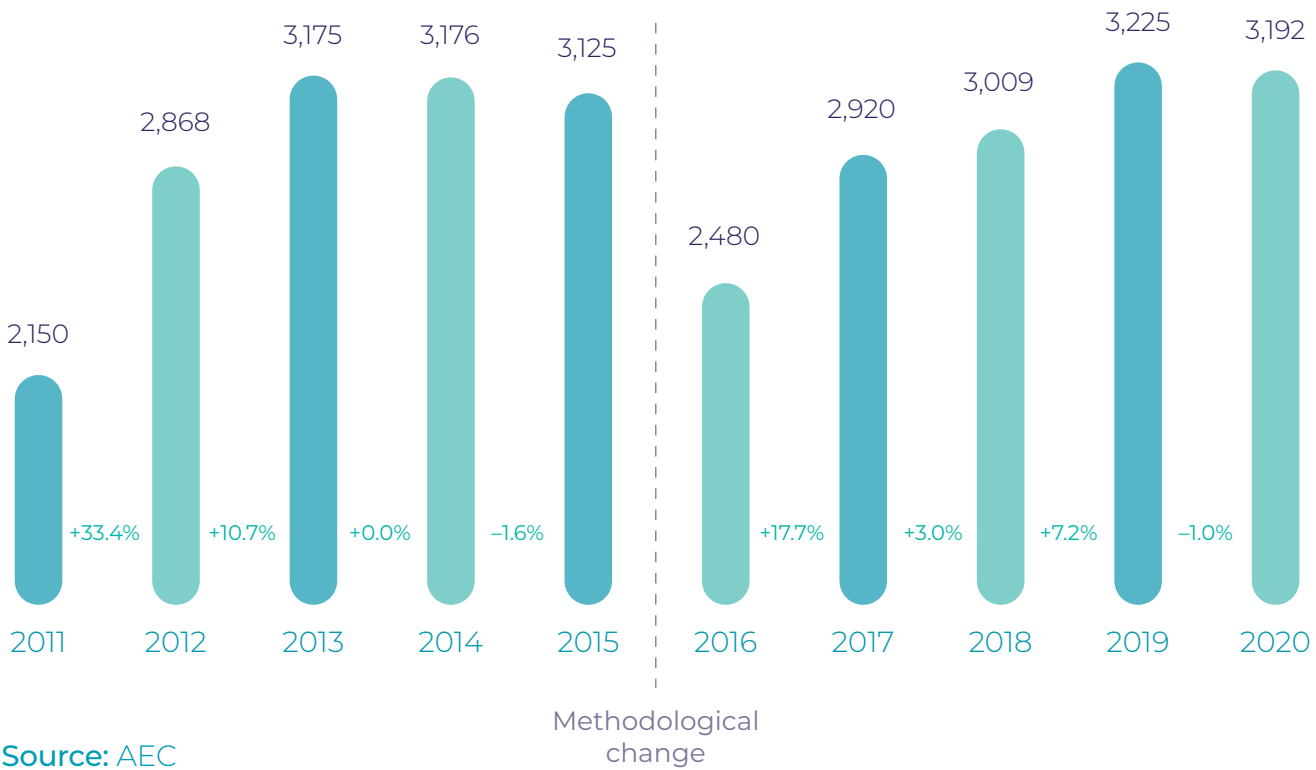
Growth in 2020 was stimulated by the 0.5% increase in revenue in the national market for a total of 11,346 million euros. The restrictions on mobility imposed to mitigate the effects of COVID-19 have hindered a favorable evolution in foreign revenue. As a result, it dropped a little more than 1% for a total of 3,192 million euros.

Revenue from the national market maintained the growth in the consulting sector (millions of euros)



Source: AEC

Revenue from the foreign market slightly dropped as a result of COVID-19 (millions of euros)



Source: AEC

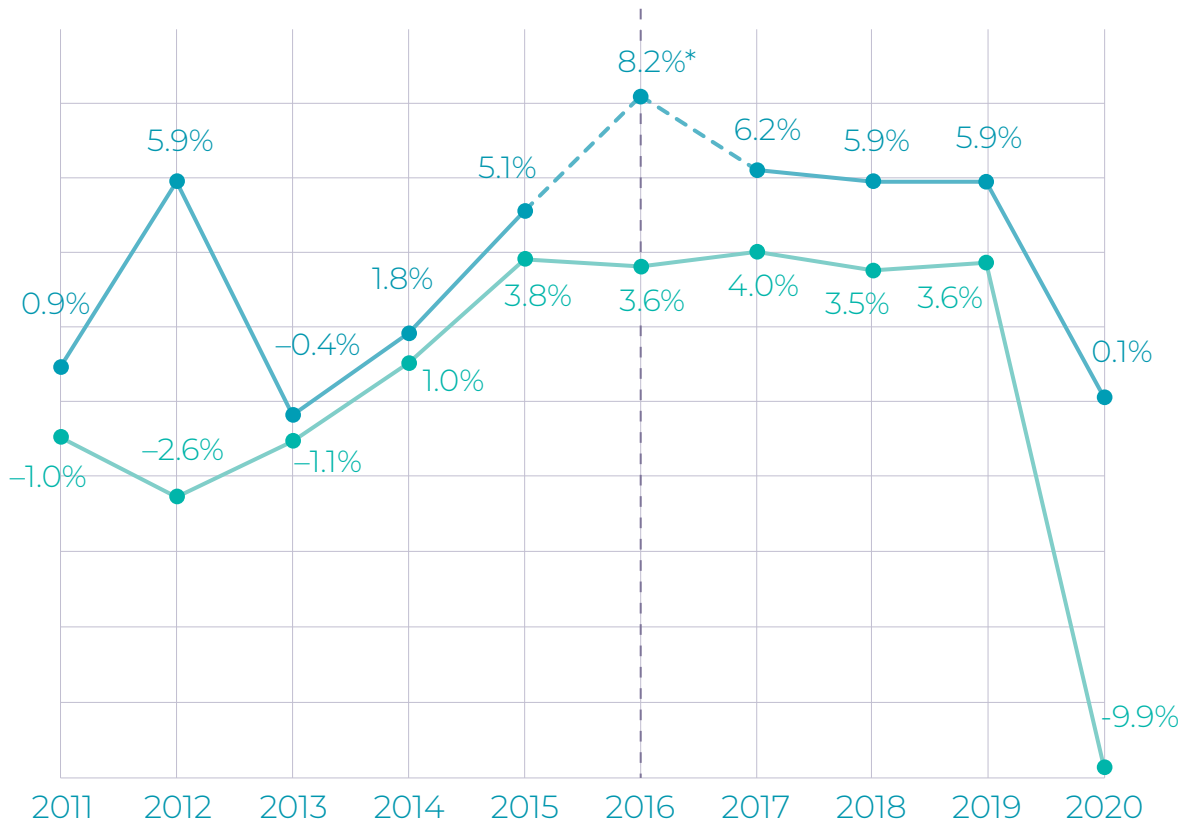
In 2020, companies and public administrations had to quickly adapt their business models and services all while speeding up their digital transformation processes. The assistance provided by consulting firms, which are always on the cutting edge of the use of advanced technologies, was absolutely essential. The public health crisis has made clear the need for all organizations to be equipped with flexible models based on the intensive use of the latest technologies.

To this end, consulting firms have been able to easily adapt to the new situation and have become stronger as trustworthy advisors who are key to

managing the changes that will help with recovery and set forth the roadmap for handling the challenges posed by an ever-changing scenario.

The evolution in consulting firm revenue in comparison to the sharp decrease in the Spanish gross domestic product (GDP) underlines just how much consultancy drives the economy while helping to maintain the country's competitiveness. Its contribution to generating wealth has been consistently higher than the average for all other sectors in the country. In 2020, the consulting sector showed growth of 10 percentage points above the increase in nominal GDP.

Revenue in the consulting sector evolved above the GDP (2011-2020)



* Methodological change

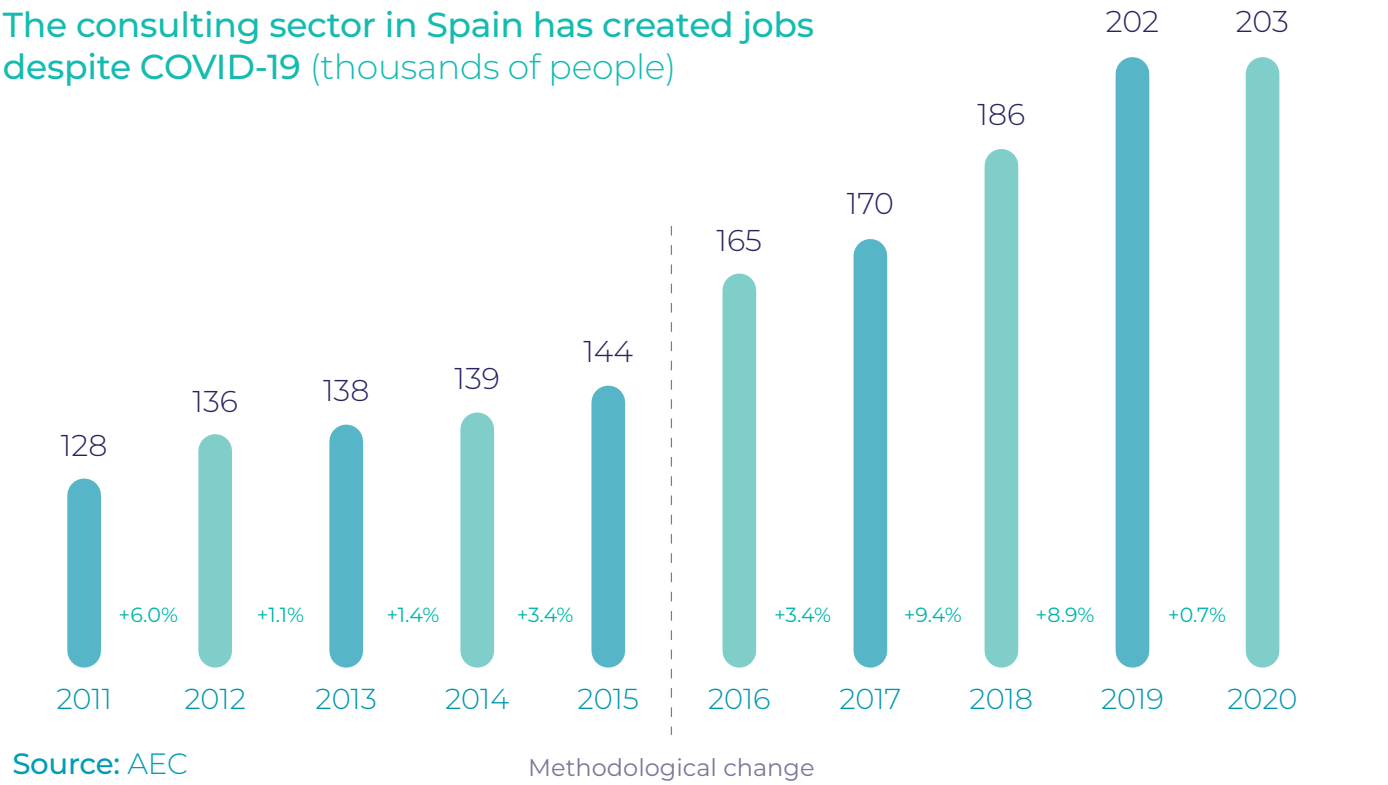
Sources: sector revenue: AEC; GDP at current price: INE (Spanish National Statistics Institute) (Spanish National Quarterly Accounting: main aggregate figures)

Employment in the Consulting Sector

The consulting sector employed more than 203,500 professionals in 2020 which is 0.7% more than the prior year. This growth trend has been consistent since 2004, except for last year when employment remained stable.

The increase in the workforce in a year when global activity has been gravely affected by the pandemic proves the trust consulting firms place in their professionals who have had and will have a fundamental role in the short, medium and long-term economic recovery.

The consulting sector in Spain has created jobs despite COVID-19 (thousands of people)

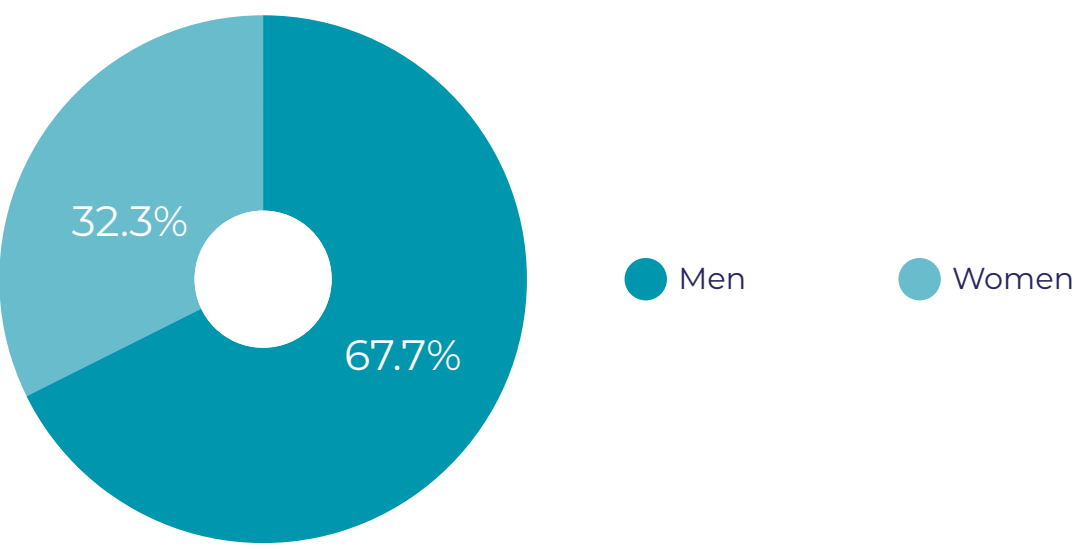


Source: AEC

The number of women on the workforce totals 65,672 which is 32.3% of the total number of jobs filled. This figure is particularly relevant given that Spanish Ministry of Education and Vocational

Training data indicate that the percentage of women enrolled in technology programs, the background in highest demand in the sector, barely reaches 25%.

Percentage of women and men in the consulting sector



Source: AEC

Despite the fact that the number of women enrolled in engineering and architecture dropped by 33% between 2010 and 2017, the proportion of women in the sector has remained stable over the last 10 years which reflects the commitment to gender diversity among consulting firms.

Consulting firms have created quality jobs despite the impact of the worldwide pandemic

In 2020, consulting firms hired more than 40,000 between organic growth and natural rotation. This equals 20% of the workforce. 70% of these new hires were men; 30% were women.

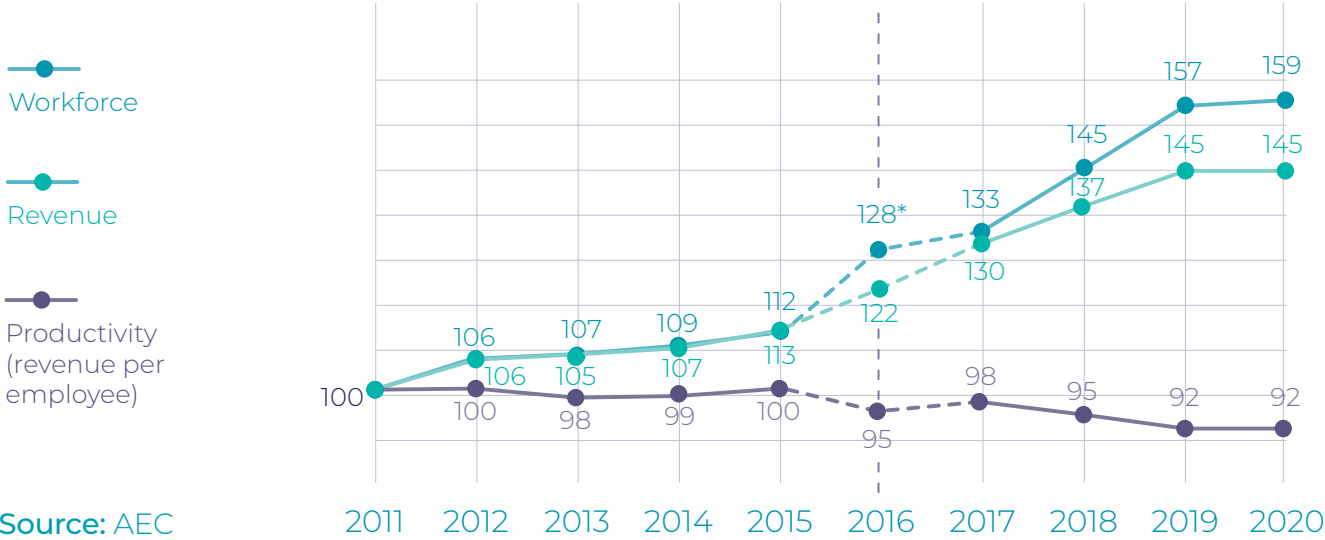
Likewise, 31% of these new hires were recent graduates with no prior work experience (not

including interns or those covered by agreements with education institutions). Once again last year, consulting firms were interested in young talent, facilitating their access to the job market in a year with very high rates of youth unemployment due to the public health crisis.

Just as occurred in prior years, there was a higher percentage increase in the workforce than growth in sector revenue which means turnover per employee showed a slight decrease. This is fundamentally due to the mix of services offered by consulting firms where outsourcing is the area showing the greatest growth in addition to the pressure exerted by the strong competition on prices which leads to a drop in the margins.

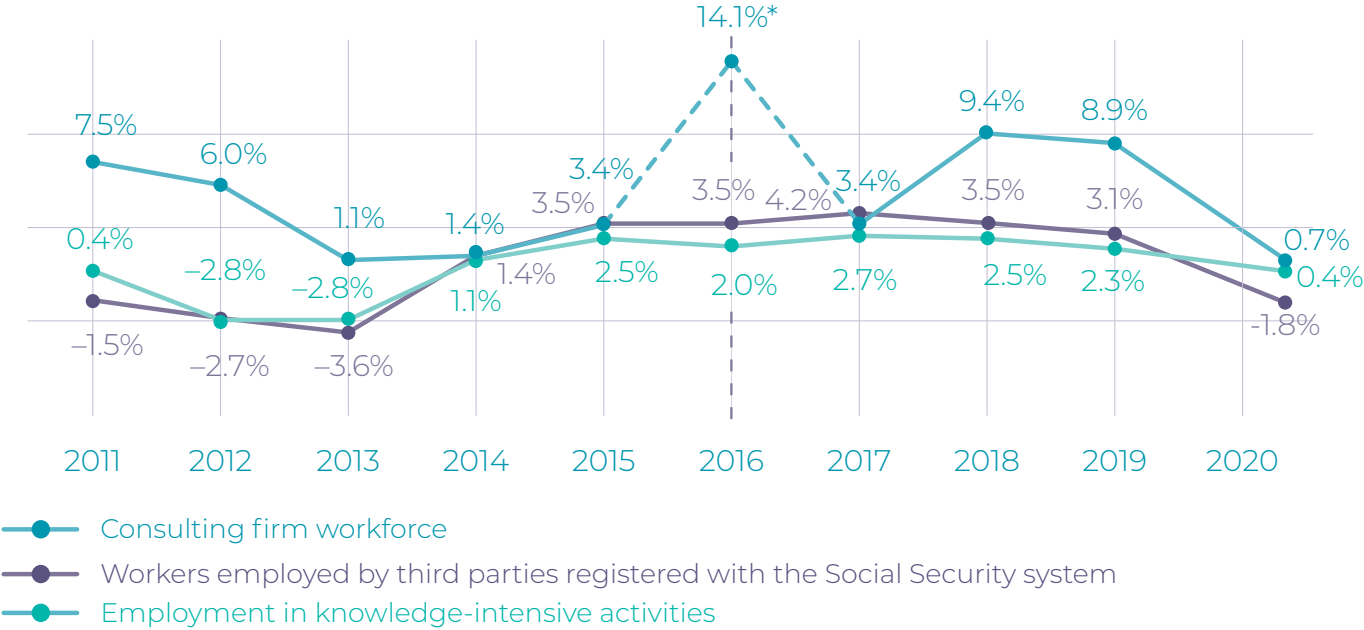
Consulting firms hired more than 40,000

Evolution in the workforce, revenue and productivity (measured as revenue per employee) (2011=base 100)



Source: AEC

Growth rate of the Spanish consulting firm workforce, workers employed by third parties and employment in knowledge-intensive activities in Spain (2011-2020)



Sources: consulting firm workforce: AEC; Workers employed by third parties registered with the Social Security system: Spanish Ministry of Labor and the Social Economy Statistics Annual; employment in knowledge-intensive activities: Eurostat.

*Methodological change

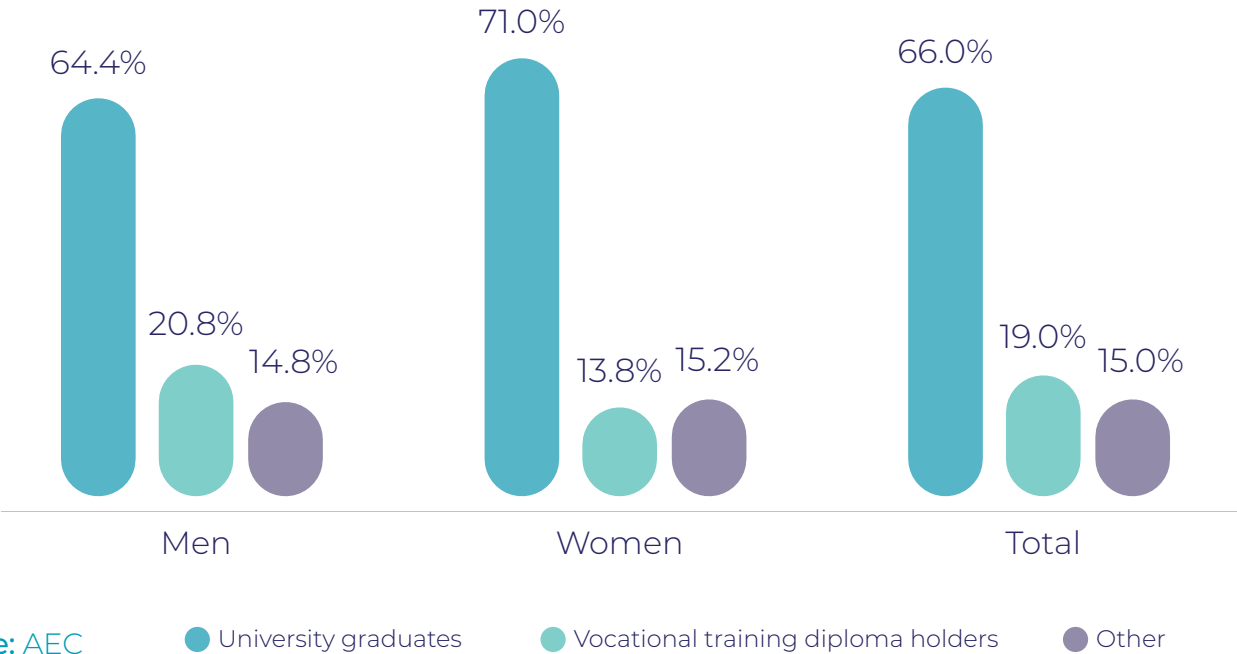
By nature of their business activities, consulting firms hire the most highly qualified professionals in the labor market. In Spain, 66% of sector employees have completed higher studies; this percentage is well above the average for the Spanish economy. Moreover, consulting firms value female talent: 71% of all women who work in the sector hold university degrees in comparison to 64.4% of the men.

As concerns the education level of all other professionals, it is worth noting that 20.8% of the men and 13.8% of the women have vocational training diplomas.

There has been an increase in recent years in the demand for professionals with vocational training diplomas. They account for 19% of the total workforce. This increase corresponds to companies' needs to have professionals who specialize in certain technological solutions in order to resolve very specific problems.

71% of all women who work in the sector hold university degrees

Most of the consulting sector's professionals are university graduates (percentage)



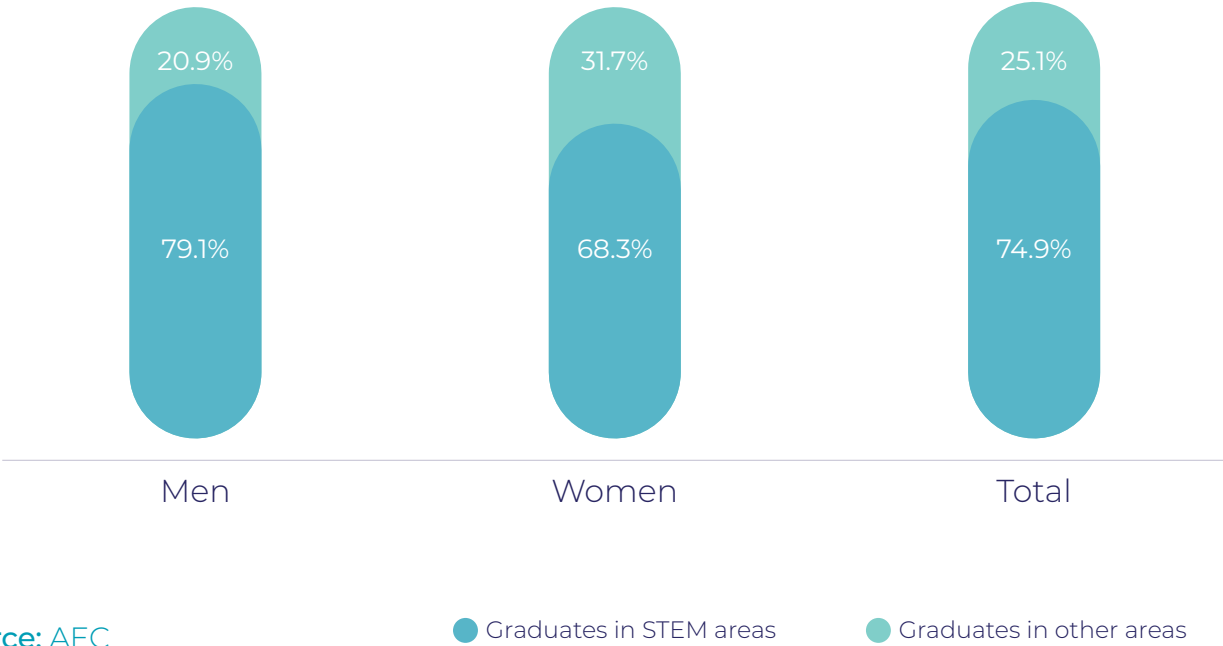
Technological profiles are predominant in the sector. Nearly 75% of the total number of graduates come from STEM areas.

By gender, there is a higher percentage of men with STEM degrees (79.1% versus 68.3% for women) which is a reminder of the need to continue promoting technological vocations among girls and young women. Even still, and due to the large variety of services provided, consulting firms require professionals with other degrees as well.

Nearly 21% of the men and 31.7% of the women in the sector come from other areas, both science and the humanities.

Nearly 75% of the total number of graduates come from STEM areas

University graduates mostly come from STEM areas (percentage)



The main asset for consulting firms is their human capital and they are intensifying their efforts each year to attract and retain the best talent. To do so, they make significant investments in training for their professionals, updating their knowledge and adapting their skills to the market needs.

Investments in training by consulting firms has increased in recent years by nearly 90% with respect to 2013, the first year for which such data are available. An average annual growth of 9.5% has remained steady. Once again in 2020, investments in training remained well above the average values for the entire Spanish economy.

Expenditure on training totaled 68.1 million euros in 2020 which is 9% lower than in 2019. The situation caused by the COVID-19 pandemic has made it difficult to organize face-to-face training with a quick transition required to virtual training systems with lower operating costs. Even still, expenditure on training per consulting sector

employee is more than three times higher than the average per employee in Spain. While expenditure on training per sector employee was 355 euros, the average in Spain was 106 euros.

Expenditure on training per consulting sector employee is more than three times higher than the average per employee in Spain

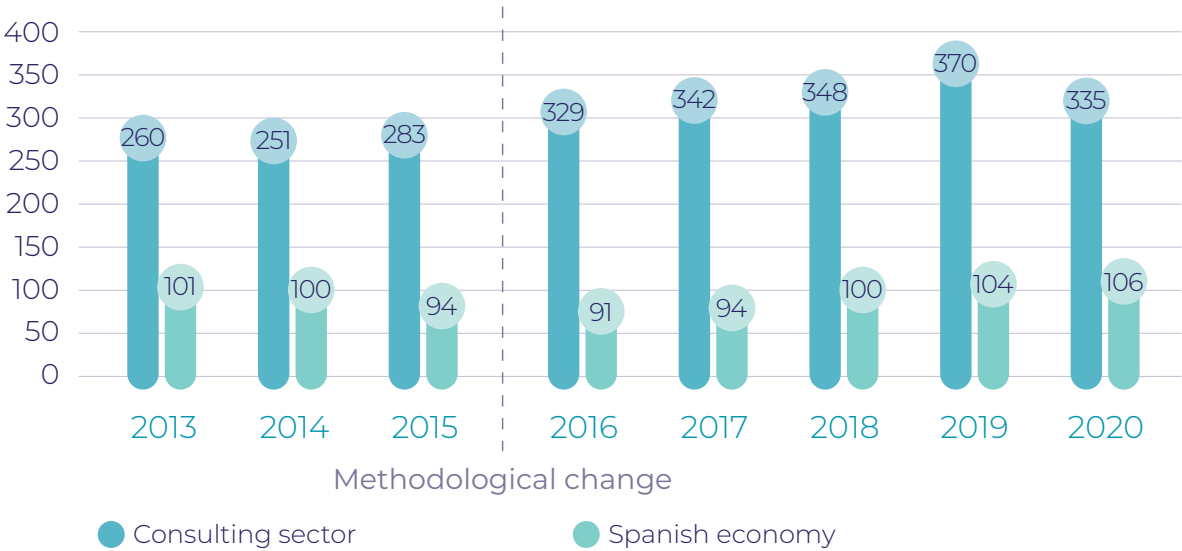
Indicators of expenditure on training by Spanish consulting firms and in the economy

	2013	2014	2015	2016	2017	2018	2019	2020
Expenditure on training by Spanish consulting firms (millions of euros)	36.0	35.4	40.6	53.8	58.2	64.7	74.7	68.1
Expenditure on training per employee by Spanish consulting firms (euros)	260	251	283	329	342	348	370	335
Expenditure on training per employee in Spain (euros)	101	100	94	91	94	100	104	106
Hours of training per employee at Spanish consulting firms (annual hours)	30.2	29.0	30.5	30.9	32.2	30.5	29.1	26.5

Methodological change

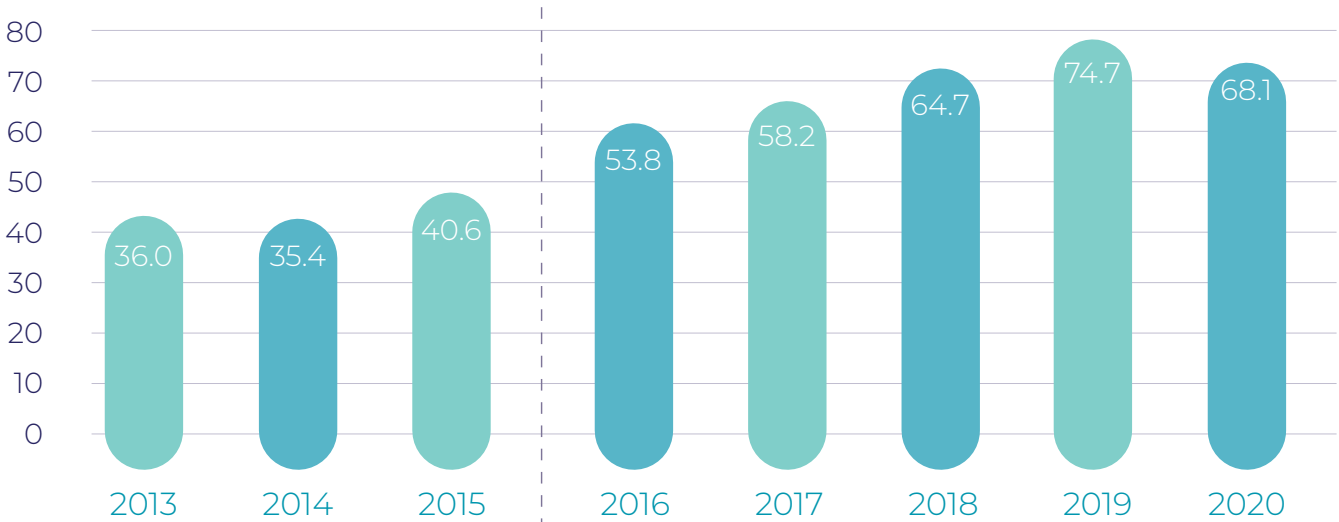
Source: AEC

COVID-19 and the new technologies adjust the expenditure on training per employee (euros)



Source: AEC

The consulting sector has maintained strong investment in training (millions of euros)



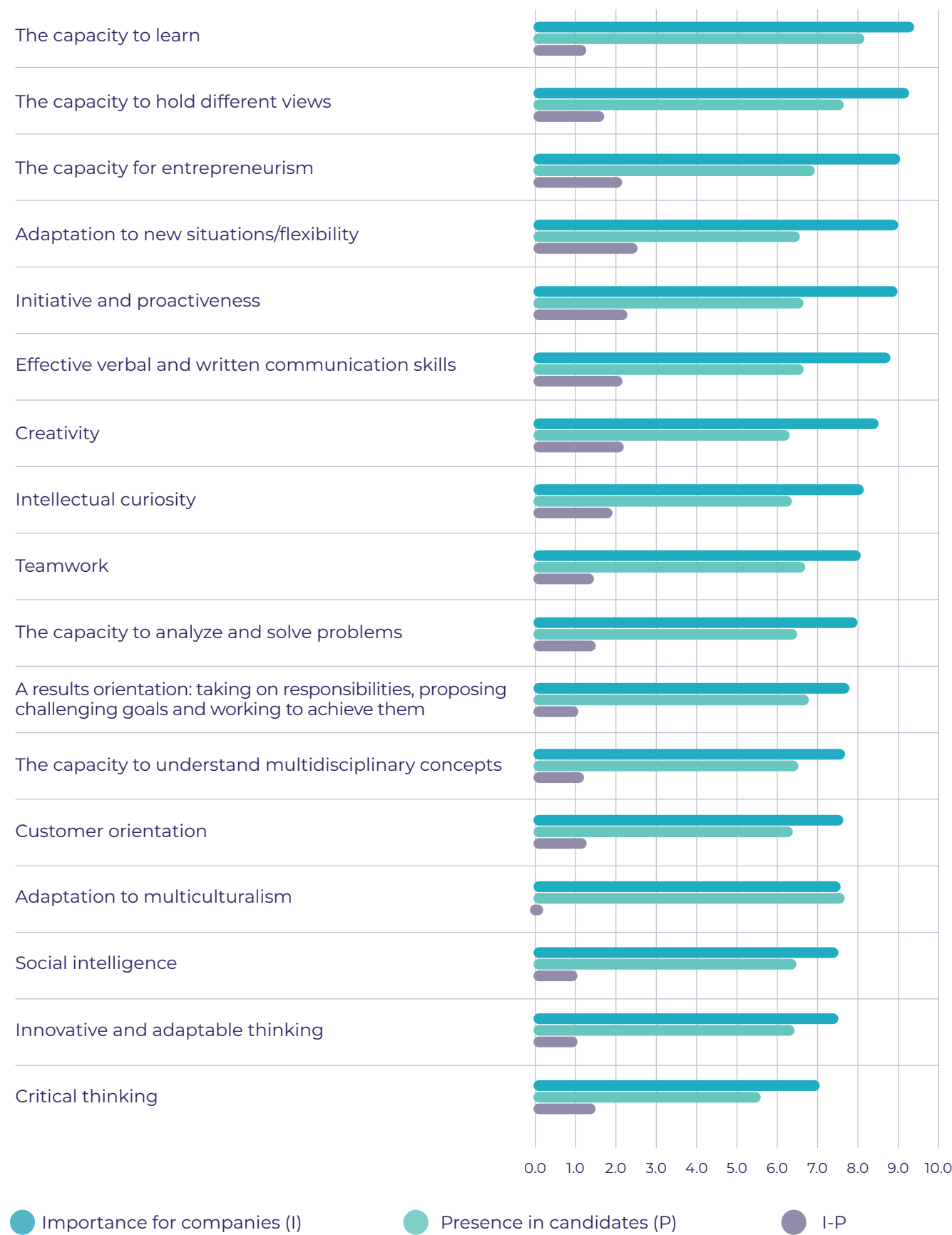
Source: AEC

Methodological change

The number of hours invested in training per employee in 2020 is 26.5. In recent years, there has been greater specialization in technologies like big data & analytics, cloud computing and cybersecurity. Specifically, nearly 31% of the hours

of training received by sector professionals are related to these technologies with the rest dedicated to complementary training and the development of skills that help guarantee a successful customer experience.

Key competencies sought by consulting sector companies



Source: AEC

In addition to degrees, knowledge and experience, consulting firms value various soft skills in candidates which contribute added value to the services rendered. They include the capacity to learn, the capacity to hold different views, a capacity for entrepreneurship, the ability to adapt to new situations, initiative and proactiveness, effective verbal and written communication skills as well as creativity and intellectual curiosity.

The graph shows the importance companies place on different skills and the presence of such competencies in candidates. The results indicate that professionals generally meet the requirements demanded by the sector yet there is room for

improvement in adjusting the candidates' skills to the companies' needs. Of the skills analyzed, there is greater room for improvement in some key areas such as adaptation to new situations, initiative and proactiveness, effective verbal and written communication and creativity.

Thus, consulting firms are offering to collaborate with education institutions to adapt the training given to professionals to the market needs to the extent possible.

Distribution of Services Rendered

Consulting firms offer their customers a variety of services which can be grouped into three categories: consultancy, development and integration, and outsourcing.

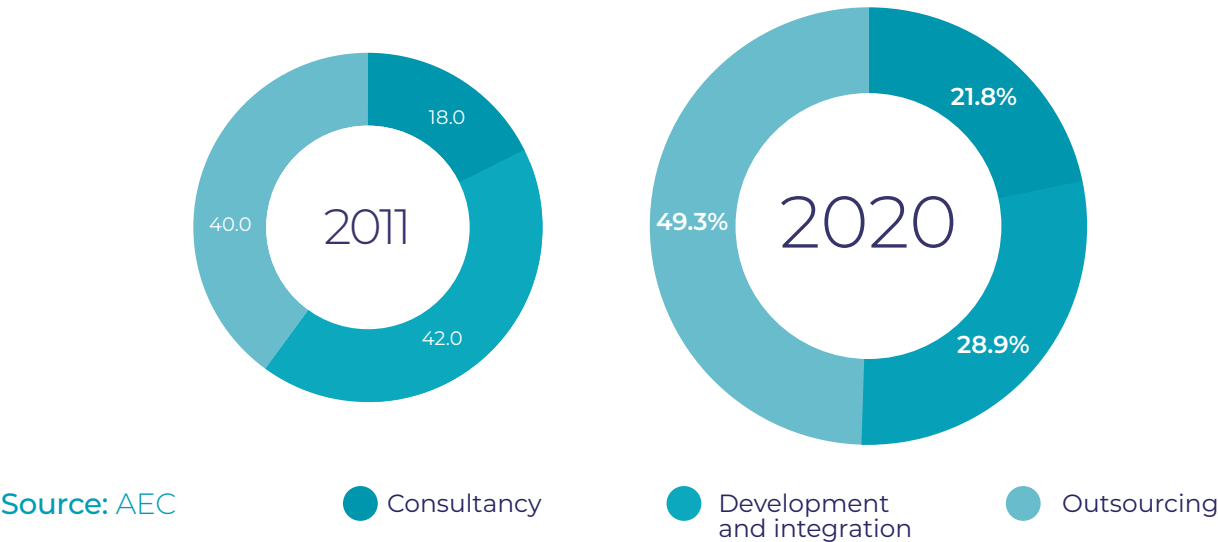
The distribution of these services has significantly changed in recent years. Consultancy has gone from representing 18% of sector revenue in 2011 to representing 21.8% of the total in 2020. On the other hand, outsourcing has increased its weight from 40% in 2011 to 49.3% in 2020. Finally, development and integration services have fallen in importance from representing 42% of the total revenue in 2011 to 28.9% in 2020. Even still, these services showed more than 20% growth last year.

Between 2011 and 2015, consultancy accounted for a similar proportion of the revenue each year although lowest in 2015 when it represented 16% of the total revenue. There was steady growth after 2015 until 2020, the year when consultancy revenue totaled 3,168 million euros.

On the other hand, outsourcing services have shown a continuous rising trend with average annual growth of 6.7% from 2011 to 2020. This data reflects how companies tend to outsource any activities that are not a part of their core business which may be performed more effectively by specialized companies. Over the last year, revenue from outsourcing services equaled 7,174 million euros.

Finally, development and integration services have gradually lost weight over the last decade. During the last year, however, the demand for these types of services has increased as a result of the development of technological solutions to handle the new situation caused by the pandemic. To this end, cloud platforms and cybersecurity are two of the areas companies have tried to strengthen the most mainly because of the increase in remote working. Revenue from these services totaled 4,196 million euros in 2020.

Outsourcing services continue to lead (2011-2020 in percentage)



Distribution of Revenue by Sectors

Organizations in a number of economic sectors are demanding the services provided by consulting firms to a greater or lesser extent. The following graph shows the distribution of consulting firm revenue by type of industry as well as a comparison with the year 2011.

Again last year, the financial sector was the highest consumer of consulting services having accounted for a total of 5,052 million euros. Since 2011, the annual average growth in financial services has been 7.7%, going from representing 26% of sector revenue in 2011 to 34.8% of the total in 2020.

They are followed by public administrations which have sought consulting services worth 2,096 million euros, thus accounting for 14.4% of the total revenue (without taking healthcare projects into account). In 2020, public entities maintained their demand for consulting services. This figure has remained steady since 2016 following a decline coinciding with the budget adjustments that affected all government areas.

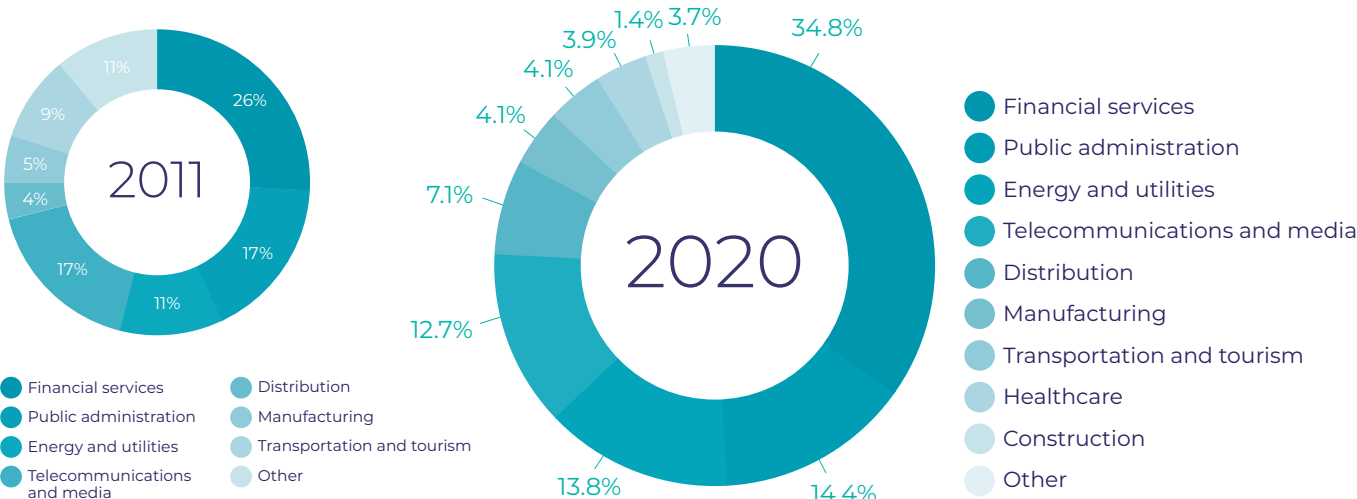
Coming in third place is the energy and utilities sector (electricity, water, gas, etc.) which accounts

The financial sector was the highest consumer of consulting services

for 2,008 million euros in revenue. This sector has maintained a rising trend in the generation of consultancy revenue with average annual growth of 6.9% between 2011 and 2020. Its weight out of the total has increased from 11% in 2011 to 13.8% in 2020. Finally, the telecommunications and media sector has generated revenue worth 1,851 euros. The behavior of this sector has been irregular over the last few years, showing a downward trend in relative weight out of the total revenue from 17% in 2011 to 12.7% in 2020.

These four sectors represent 75.7% of the total revenue for consulting firms with an aggregate sum of 11,007 million euros. The remaining 24.3% is distributed among the distribution (7.1%), manufacturing (4.1%), transportation and tourism (4.1%), healthcare (3.9%), construction (1.4%) and other miscellaneous sectors (3.7%).

The demand for services from the financial sector predominates over time (2011-2020 in percentage)



The Level of Digitalization by Sectors

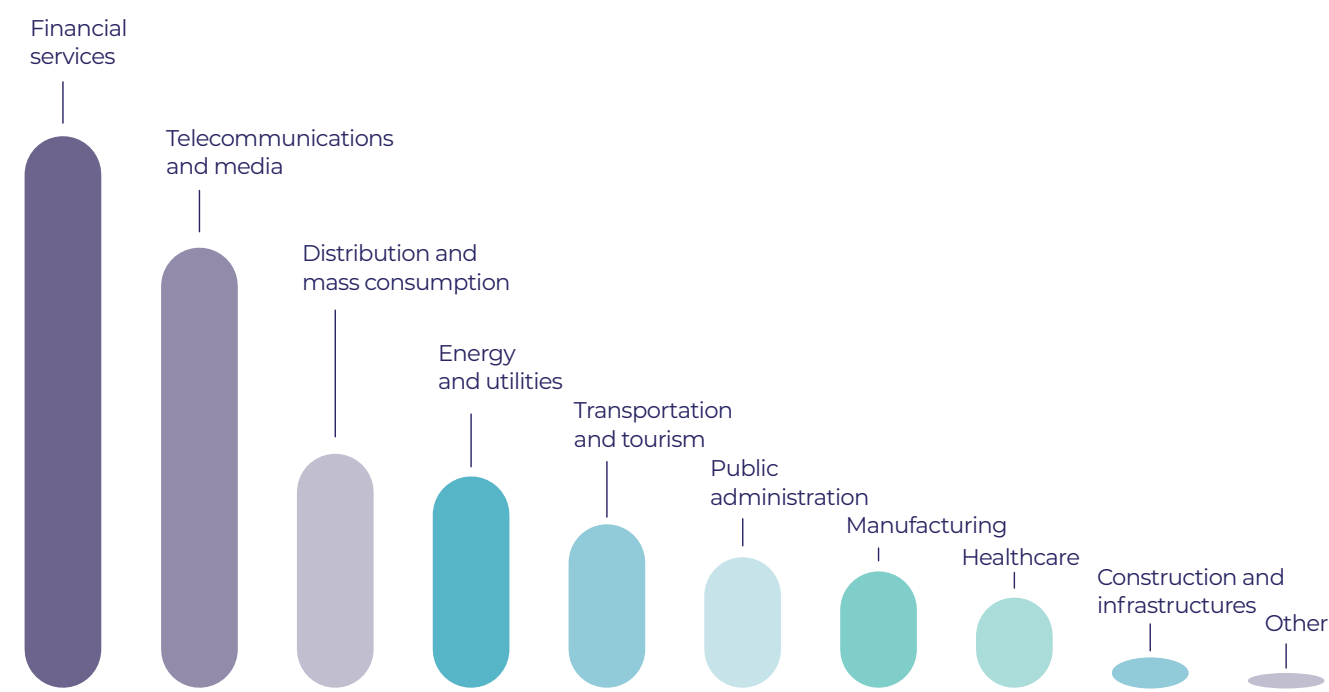
Although most companies are immersed in digital transformation processes, not all of them reflect the same level of digitalization.

From the consulting firm perspective, the sector showing the highest level of digitalization is that of financial services. 92% of all consulting firms consider it to be one of the most highly digitalized sectors. In second place is the telecommunications and media sector with the other sectors at a considerable distance away in this order: distribution and mass consumption, energy and utilities, transportation and tourism, public administration, manufacturing, healthcare, construction and others.

As can be observed in the graph, there is still much to be done so that public administrations and companies in other sectors may reach a digitalization level that is similar to what is seen in financial services.

The sector showing the highest level of digitalization is that of financial services

A comparison of the digitalization of different sectors with respect to financial services



Source: AEC

2021 Forecasted Revenue

Despite the uncertainty caused by the COVID-19 crisis, 2021 will be a year of sector growth driven by the technological changes all economic sectors are going through as well as the projects being developed with European Funds.

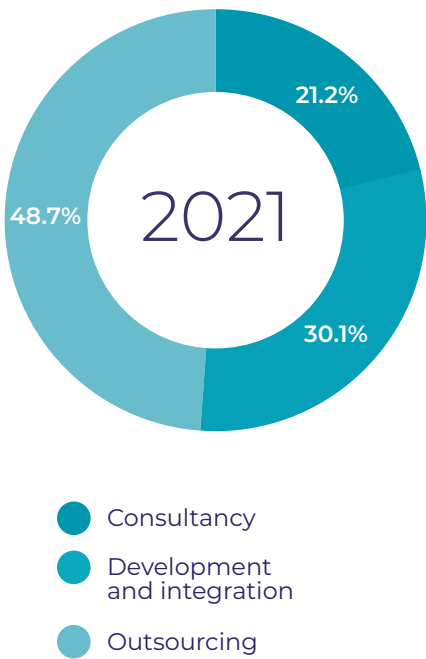
The digital transformation is essential to improving companies' competitiveness and making them more resilient to future challenges.

As a result, the forecasts for the year 2021 show growth in revenue by 6.2% for a total of 15,439 million euros.

Likewise, the distribution of revenue by services rendered is expected to remain stable.

The forecasts for the year 2021 show growth in revenue by 6.2% for a total of 15,439 million euros

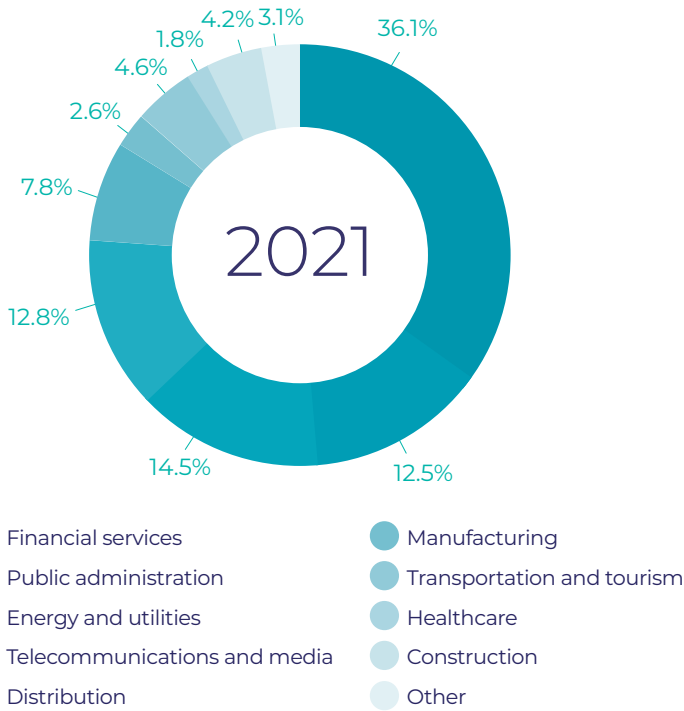
The distribution of revenue by services rendered is expected to remain stable (percentage)



Source: AEC

As concerns the distribution of revenue by sectors, the forecasts for 2021 indicate the financial services sector will continue to be the highest consumer

Financial services will continue to lead the generation of revenue (percentage)



of consulting services followed by the energy and utilities sector, the telecommunications and media sector and then public administrations.

Innovation in the Consulting Sector

Constant investment in innovation is fundamental to developing competitive solutions that meet customer demands and needs, especially at a time of crisis as is presently the case.

In 2020, the sector earmarked 3.9% of its revenue to its own innovation which equals more than 567 million euros. In absolute values, this figure is 30% higher than the investment made in 2019 and proves the investment efforts consulting firms are making to help stimulate economic recovery. This percentage last year was again well above the total investment made in Spain (1.2% of the GDP) and in Europe (2.2%).

On the other hand, 13.6% of sector employees are dedicated to innovation projects requiring very specialized knowledge and which offer immense added value to the services rendered.

The hours dedicated to training in technologies and breakthrough methods such as cloud or big data & analytics total 31% of the overall time the sector invested in training.

Consulting firms generated more than 37% of their revenue with projects requiring proficiency in emerging technologies such as cloud computing, big data & analytics, social media mobility devices, internet of things (IoT), artificial intelligence, human work automation and blockchain as well as agile and design thinking methods. In all, revenue from the application of these technologies and methods accounted for 5.3 billion euros which is 26% more than in 2019.

The sector earmarked 3.9% of its revenue to its own innovation, which is well above the total investment made in Spain (1.2% of the GDP) and in Europe (2.2%)

Editorials



CONSULTANCY, KNOWLEDGE AND SKILLS FOR A HISTORIC TRANSFORMATION IN SPAIN

The crisis originated by COVID-19 has delivered a harsh blow to our society and economy. We have a need, but also a unique opportunity, to get on the road to recovery and transformation as a country based on the cornerstones set forth by the European Commission: sustainability, digitalization and resilience.

The consulting sector, and in particular, Indra –as well as its IT and consulting subsidiary, Minsait– is being called upon to play a starring role in this process. We have the experience and capabilities needed to drive change towards a knowledge and value added-based economy as well as to become key partners for our customers in a view to taking advantage of the opportunities offered by NextGenEU. This is a historical period for the future of Spain and, at Indra, we are committed to its success.

Cristina Ruiz
CEO of Indra



SHAPING THE FUTURE WITH TECHNOLOGY

As we leave behind a year of uncertainty and social, humanitarian and economic crisis, we are now facing a whole new context. We are no longer managing a pandemic but rather must shape the future. Nowadays, all businesses are tech businesses and the evolution in technology is exponential. As consulting firms, we are the fundamental pillar supporting organizations as they take on new challenges that involve structural changes in their business models, in their operations models and in their leadership styles. The fuel for this change is talent and we all have the responsibility to develop and prepare society to overcome all the digital challenges, leaving no one behind. This will be the real guarantee for sustainable success for all.

Fritz Hoderlein
Global CEO of EVERIS



COLLABORATION TO INCREASE THE GDP AND CREATE JOBS

We're in a new era of immense digital transformation which is an extraordinary opportunity to transform the productive system and competitiveness in Spain in a global environment with an intensive use of technology and human talent. The European Recovery Funds is the fuel that can accelerate the process; however, public-private and cross-sector collaboration is required if we wish to achieve the results sought: increase the national GDP and create quality, sustainable and socially responsible jobs. The consulting sector has the experience, functional, sectorial and technological knowledge as well as the talent necessary to guide our country along this historic path, which exceeds other major moments in history in importance and significance such as when we joined the European Union and switched over to the euro.

Domingo Mirón
President of Accenture in Spain, Portugal and Israel



THE POST-DIGITAL TRANSFORMATION ERA

The high level of uncertainty that has been present is already beginning to drop and there are now indicators showing fledgling economic recovery. If the role of consultancy at the beginning of the pandemic was crucial, we now know that our role is essential to getting out of this crisis quickly and soundly. It's the time to renew structures, move forward in processes and mark the path to a renewed model that accelerates growth, brings more prosperity and provides for improvement in all sectors of business and for all organizations, irrespective of their size. Our work will continue to be remaining up close in order to support this future with our best capabilities.

Carlos Muñoz
Corporate VP and General Manager for Iberia – Latam at Inetum



TECHNOLOGY FOR A BETTER WORLD

More than ever, technology is now a facilitator and the only way to achieve a better world. And digitalization is the only means for growth and competitiveness. Data analytics, cloud computing and artificial intelligence are essential to survival nowadays in addition to providing a clear competitive advantage. Our expertise and technological knowledge is crucial to accompanying companies through this unstoppable digital transformation the pandemic has unexpectedly accelerated. As a reference partner, we're vitally important to approaching such transformational projects which are so very necessary in overcoming the current situation. On the other hand, our clear commitment to talent and quality employment will no doubt be the driver of growth for companies as well as society at large.

Luis Abad
CEO of Capgemini Spain



THE DECISIVE TIME FOR TALENT

Following the pandemic, companies are now facing a major challenge: designing an unprecedented route to recovery in which they are not only going to need the best technology but also the best professionals with the right skills to guide them along this path. Consulting firms are facing high demand and a great shortage of specialists. Boosting talent at such a decisive moment is our major challenge. At Viewnext, we're strongly committed to internal training as well as creating ties with universities and vocational training schools with intensive internships for students through programs like FP DUAL thanks to which we're able to add professionals to our reserve of young players with the key skills that will be needed over the coming years.

Jorge Jiménez
General Manager at Viewnext



CONSULTANCY AS THE KEY TO THE DIGITAL TRANSFORMATION

We've seen how technology is a key ally to responding to and overcoming the public health and socio-economic crisis caused by COVID-19. Unlike during the third industrial revolution, Spain now has the talent and infrastructures to lead this recovery backed by a digital transformation.

We have the challenge and opportunity to make Spain a leading country. And the consulting sector is a key part of this digitalization process, exercising a real ripple effect in business and generating quality employment to contribute to economic and social recovery.

Digitalization is the differential tool Spain must support itself on as it seeks to make a qualitative jump to lead this transformation where innovation and technology must be our main allies.

Daniel Iglesias
General Manager of Capgemini Engineering Spain



THE TIME IS NOW AND THE PLACE FOR CONSULTANCY IS HERE

It is now time for consultancy to drive a change in the production model for our economy, speed up the adoption of digital technologies and draw on all the energy to guarantee the progress that must accompany the next few generations. There are many challenges, but we also have the skills to get there. Let's take advantage of this moment - not to gain anything individually, but rather become better as a society. Let's set a real turning point to overcome the challenges of sustainability, equality and solidarity which must be the new cornerstones of this new era resulting from the fourth revolution - the digital revolution.

Juan Parra
CEO of DXC Technology in Spain and Portugal



DIGITAL TRANSFORMATION: THE GREAT DIFFERENCE WITH RESPECT TO OTHER CRISES

The drop in demand, the halt in production and the restrictions on mobility have put a brake on a five-year growth trend. Right now, all action must be focused on recovering productivity and exploiting new business models. In fact, unlike other crises, a lack of capital does not seem to be an obstacle as we have strong sources of financing such as the Next Generation funds. What's more, one of the backbones to these plans is the digital transformation.

In this context, consultancy has the capacity to understand the new challenges and anticipate them so companies can continue operating and doing business, not just respond to contingencies. We're the fundamental piece in this digitalization process as we guide and advise on possible results and transformation initiatives.

Antonio Peñalver

General Manager of Sopra Steria Spain



CONSULTANCY, THE LEVER FOR BUSINESS TRANSFORMATION AND ECONOMIC RECOVERY

In a scenario of unprecedented extraordinary changes, as business leaders, we must assume a key responsibility in recovery processes and make a positive impact on society. It's essential for consulting firms to take advantage of our capacity for innovation and resilience to handle the uncertainty in our economy and put all of our efforts into helping and offering our customers value as they go through their most complex transformational challenges.

In order to do so, we've committed to a consulting model based on high added-value services where differential, engaged and motivated talent is our main asset in a context of continuous transformation where innovative business models must be created by using new technologies that are more efficient and sustainable.

Antonio Crespo

Managing Partner of Consulting at Deloitte Spain



BOOSTING THE RESILIENCE OF OUR ECONOMY WITH ACCELERATED AND SECURE DIGITALIZATION

Throughout the pandemic, consulting firms have proven our solidarity and firm commitment as we have served society, companies and institutions with our capabilities in order to mitigate the effects of the situation. We're a key agent of transformation in fostering an evolution in our public administrations, organizations and companies towards a more resilient economy that effectively responds to a volatile and constantly changing environment. At Oesía Group, we've stayed right by our customers and provided talent, knowledge and solutions all while preserving employment and investing in training for our professionals. In the current scenario of recovery, it is worth highlighting our solutions aimed at efficient management of the European funds and aid for public administrations as well as the support for digital transformations and cybersecurity.

Luis Furnells

Executive President of Oesía Group



NEW MODELS FOR A NEW SOCIETY

The last several months have transformed the world at great speed with changes in how people live, work and consume and in how companies and public administrations relate to us. Recent events have imposed a need to evolve towards hybrid, flexible, sustainable and resilient models.

Exponential technologies (AI, cloud computing, automation, IoT, blockchain, 5G) and access to such technological skills have had a major impact on the development of these models. Organizations seek to become cognitive companies through market creating platforms, the rollout of intelligent workflows, customer experience and talent.

This is a unique time for transformation in society as well as in the productive model and our sector must be one of the vectors for the implementation of these new models.

Javier Olaizola

General Manager of IBM Global Business Services for Spain, Portugal, Greece and Israel



A SUSTAINABLE DIGITAL REVOLUTION

The consulting sector, the importance of which has been exalted by society's pressing needs made clear during the COVID-19 crisis, is directing Spain through a digital revolution that has already begun to shake up the foundations of all economic and social areas. All sectors are evolving their business models and doing so all while bringing us into a new digitalized society. Our biggest task is to apply all of our knowledge together to create and consolidate a sustainable and competitive economy for the future with a real vision for the country. And in order to do so, we must also continue to change with our eyes on a long-term strategy.

José Luis Manzanares

CEO of Ayesa



TECHNOLOGY: "A SET OF THEORIES AND TECHNIQUES FOR THE PRACTICAL USE OF OUR SCIENTIFIC KNOWLEDGE"

Tech consulting firms have the opportunity and obligation to participate in the era that has now opened up with the arrival of the pandemic and subsequent phases.

This "practical use" of scientific knowledge has helped many people continue with their activities (through teleworking, for example) and it must continue to assist with the management of the crisis as well as stimulate the transformations that will be particularly helpful to the most affected sectors and contribute to their business processes: efficiency, trust, agility and interoperability.

Thus, we shall all collaborate for a quick recovery and to enhance economic activity all while being better prepared for other crises we may have to face.

Yolanda de Prado

Managing Director of Getronics Iberia



CONSULTANCY: THE ESSENTIAL BACKBONE FOR OUR COUNTRY'S ECONOMIC RECOVERY

Throughout all these months, the pandemic has generated a number of challenges for the Spanish economic system and caused deep uncertainty in the business model of numerous Spanish companies. EY is actively working to mitigate and adapt the structural changes companies, employees, regulators and institutions are going to need. Our society requires solid sustainability policies and progress in digitalization processes which involve greater efficiency. This entire process is being approached as humanistic capitalism where companies must help society, workers, employees, customers and all their various stakeholders in order to create flexibility in labor and technology.

Ignacio Rel

Head of Consulting for EY in Spain



DIGITALIZATION: THE BEST ALLY AT TIMES OF UNCERTAINTY

Consulting is proving to be one of the most important sectors for this economic cycle, having become one of the greatest sources of job creation in the country over the last year. It has been a year in which technology has forcefully broken into the business world as it has become an integrated reality of all business processes. With this paradigm, we are absolutely certain that the role of consulting firms will continue to be extremely relevant in the digitalization of organizations' business models as it allows them to evolve towards platform models which will change the composition of their organizational models and architectures all while facilitating all-new B2B/B2C interaction.

Joan Cardona

CEO-Managing Partner at Atmira



THE KEY ROLE FOR OUR SECTOR IN THE ECONOMIC RECOVERY

This year has left us with many lessons including the fact that only the organizations that are able to adapt and transform over time will survive. In this context, consulting firms have played a key role by often participating in the major transformation projects that have allowed companies to handle this crisis with flexibility and agility. Consulting firms have led, supported and guided projects for the most forward-looking companies which have even come out of this crisis stronger, thus proving that consulting is a key and transversal sector in the economy.

Francisco Javier Latasa
President of VASS



BUILDING ON BELIEF

In the current paradigm, companies that seek to speed up their change, enhance their agility and build a resilient organization need to strengthen their digital core. This is imperative in the new normality. Consulting firms help organizations take advantage of their own internal knowledge all while offering experiences, methodology and innovation in a number of industries so they may use the entire range of services and technologies to efficiently meet their needs.

We are obviously a tech company; however, the most important thing is our conviction that, together as committed partners for our customers, we may make a significant difference and turn their aspirations into reality. Along with conviction, technology is key to achieving sustainable growth and transformation.

María de los Ángeles Novoa
General Manager of Tata Consultancy Services in Spain



CRUCIAL TALENT FOR RECOVERY

In 2020, our activities were relevant to helping all of our customers face the situation created with flexibility, invigoration, knowledge and value amidst some of the most complicated of circumstances. When it comes to recovery, our capabilities will improve the digitalization of business activity with cutting-edge and sustainable projects. With our experience, we will help investments make short-term sense as well as create medium and long-term sustainability. AEC companies and, specifically, Worldline, have a transversal vision of the needs in many different sectors as well as globally to help ensure significant investments in the Recovery Plan will get the expected return for all of society. The talent of the people in our companies is crucial to achieving this.

Martín Javier Aranda
CEO of Worldline Iberia



EXPERIENCE AND MOTIVATION, THE CORNERSTONES OF THE ECONOMIC RECOVERY

Our sector has the enormous responsibility of enabling a quick exit from this crisis, minimizing the impact of the pandemic in economic and business arenas and guiding our economy towards the production sectors of the future with high added value.

That's why, at Bilbomática, we have a clear commitment to the talent, skills and motivation of our employees as our main asset in this race towards economic recovery. We'll be developing state-of-the-art projects aimed at the digital transformation of public and private companies, mainly in the EU, which will allow us to understand the commission's strategies and technology plans and propose solutions that are most adequate for our customers.

Walter Mattheus
CEO of Bilbomática



A COMMITMENT TO DIGITALIZATION

The year 2020 has been very difficult for thousands of families health-wise and socially, but also for thousands of companies economically. That's why we must look upon the coming months with enthusiasm in order to begin a stable economic recovery that positions us as a leading country in Europe.

Restructuring based on a commitment to digitalization and the ecological transition is fundamental. Following a critical period during which many organizations have simply focused on not closing and their survival in the market, this is perhaps the time to help them look strategically towards the medium and long term, accompanying them through the identification of new projects supported by technology and sustainability.

Ana Rubio
President of Unisys Spain



TECH CONSULTING IN SPAIN IS ONE OF THE KEYS TO ECONOMIC RECOVERY

The consulting sector and tech consulting, in particular, have demonstrated great resilience and even growth during the pandemic. Technology has played a fundamental role in all aspects of our lives throughout COVID-19. As we get out of the pandemic, it will continue to do so. Spain has immense technical talent and is in a privileged position to take advantage of all the technological changes to come in data analytics, artificial intelligence, biotechnology and the revolution in renewable energies and consultancy will have a key role in the economic recovery over the next few years.

Tom Uhart
Co-Founder and CEO of Bluetab Spain



FOSTERING ECONOMIC RECOVERY AND ENCOURAGING SPANISH BUSINESS OWNERS

The consulting sector accompanies business owners through economic recovery. Together, we develop scenarios that make it possible to re-establish liquidity, activity and motivation within companies. Thus, we guarantee the survival of businesses throughout Spain, especially in small towns where economic activity is crucial to the entire region. We have an essential role in the economic recovery on the ground and in the modernization -at times forced by the pandemic- of Spanish companies. Nonetheless, recovery depends more on recuperating business owners' purpose, ambitions and positivity than any macroeconomic plan. And that is where consultancy and consultants' closeness to business owners and their joint work are crucial.

Luis Feliu
General Manager of CEDEC S.A.

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Methodological note: Since 2004, the Spanish Association of Consulting Firms (AEC) has rigorously collected data from Spanish consulting firms to prepare an annual report describing the sector's most important characteristics and trends. The content of the report combines data obtained directly from companies with official statistics from the Spanish Ministry of Labor and Social Economy, the Spanish National Statistics Institute (INE) and Eurostat.

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ASOCIACIÓN ESPAÑOLA DE
EMPRESAS DE CONSULTORÍA

www.aecconsultoras.com

C/Monte Esquinza, 34 - 2ºB
28010 Madrid

Tel.: +34 91 308 01 61

