

# 2021

## Consultancy in Spain

THE INDUSTRY IN FIGURES



ASOCIACIÓN  
ESPAÑOLA DE  
EMPRESAS  
DE CONSULTORÍA



# 2021

## Consultancy in Spain

THE INDUSTRY IN FIGURES 2021

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# Presentation



2021 was a year of recovery during which organizations in all sectors continued to make progress with their digitalization and in transforming their business models to make them more flexible and resilient.

Consulting firms have played an essential role in these processes, advising companies and government agencies on how to successfully implement changes made more urgent by the pandemic with new technologies at the forefront.

Proof of this lies in the data offered in this report which reflects the most significant parameters for the consulting business in 2021.

The revenue earned by consulting firms considerably increased in 2021 to total 15,921 million euros which is 9.5% more than the previous year. This percentage, which is two points above the increase in nominal GDP, exceeds the pre-crisis growth figures and has been driven by revenue from both the Spanish market and abroad, which has increased 29.6% since 2020.

The number of jobs created by this industry is also worth mentioning. In 2021, consulting firms employed more than 227,000 professionals which is an increase of 11.9%. Once again this year, this figure proves the trust consulting firms place in their human talent which is essential to completing all the transformation projects handled.

For the first time ever, this year's report includes the percentage of first job employment contracts. In 2021, 29% of all the new contracts signed were for recent graduates without any professional experience.

Consulting firms are playing an essential role in the economic recovery by transforming organizations' business models and helping them make progress with their digitalization

The outlook for 2022 foresees industry growth driven by the opportunities that lie in projects financed with European Funds for which advising from consulting firms is fundamental

This figure is particularly relevant considering that the youth unemployment rate in Spain continues to be quite high and makes clear just how strong our consulting firms' commitment to young people is as they help them enter the job market.

In 2021, 61.1% of all consulting professionals were university graduates and nearly 70% of these university graduates held degrees in STEM (Science, Technology, Engineering and Mathematics) fields which are necessary for facing the challenges of the new digital era. Besides degrees and experience, the report shows how consulting firms value other soft skills in candidates, particularly including a capacity for learning, teamwork and being customer- and results-oriented.

Consulting firms have increased their investments in training their professionals. In 2021, they invested 79 million euros which is 16% more than the year before and exceeds the average in Spain. Likewise, almost 37% of the training hours were dedicated to cutting-edge technologies like big data & analytics, cloud computing, artificial intelligence and cybersecurity.

As concerns the distribution of services rendered, there has been an upturn in development and integration services. The financial sector continues to be the main consumer of consulting services followed by government agencies which increased their demand by 15.8% in 2021.

Consulting firms earmarked 4.5% of their revenue to innovation, which is equivalent to more than 717 million euros. This is 26.5% more than in 2020. This investment and the associated knowledge are transferred to our customers, thereby enhancing their competitiveness as proven by the fact that nearly 40% of the industry's revenue came from projects requiring proficiency in emerging technologies.

Despite the current context of geopolitical uncertainty, the outlook for this year foresees growth in the consulting industry. This growth is driven not only by the deep transformation all sectors are immersed in, but also the opportunities that lie in projects financed with Next Generation European Funds for which advising from consulting firms is and will continue to be fundamental.

To this end, the report also includes the opinions of the top executives at each AEC company who have reflected upon companies' experience in the current scenario and the role for consulting in the short and medium term.

As President of the Spanish Association of Consulting Firms, I hope this document helps reveal the reality of the consulting industry and its outstanding work in the recovery of the Spanish economy.

This report would not have been possible without collaboration from all the consulting firms in and outside the association which have generously and accurately provided essential data and information.

I would like to thank all of them and offer my best wishes for the year to come.

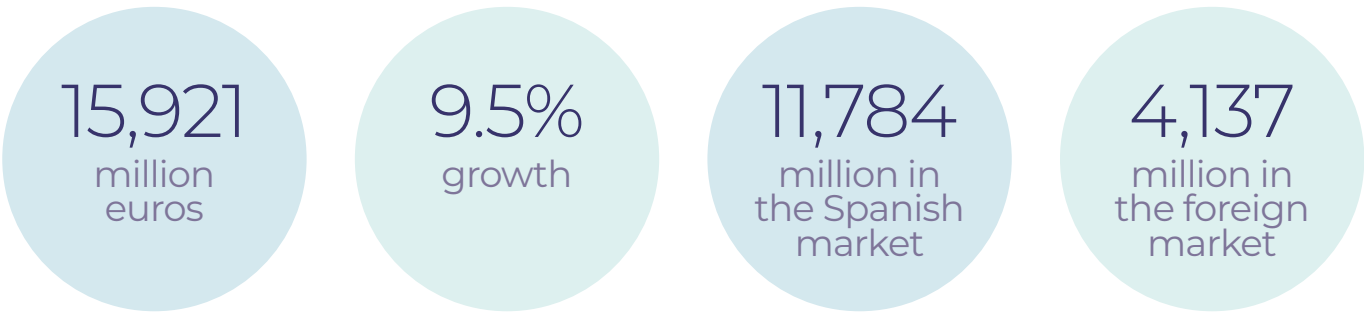
**Elena Salgado**  
President of the Spanish Association of Consulting Firms



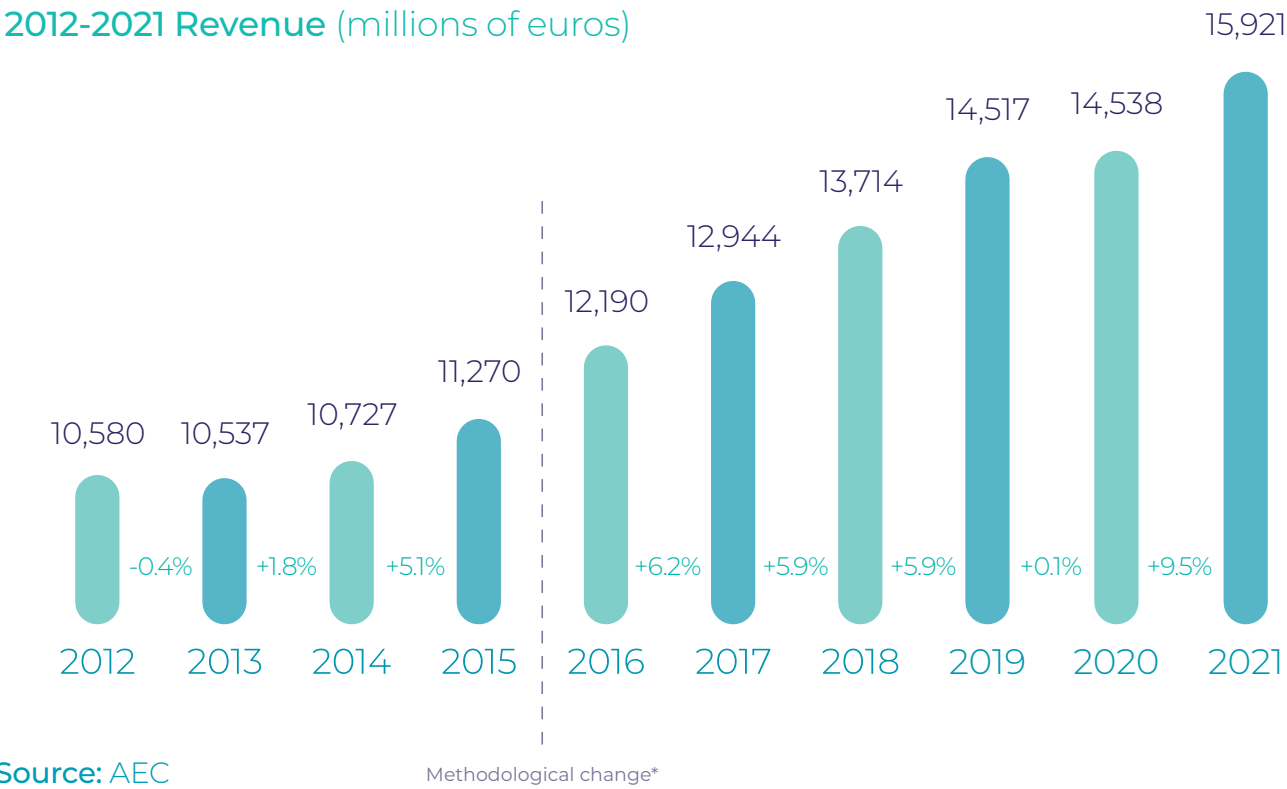
# Main Data

## 2021 Revenue

A considerable increase in revenue



2012-2021 Revenue (millions of euros)



## 2021 Employment

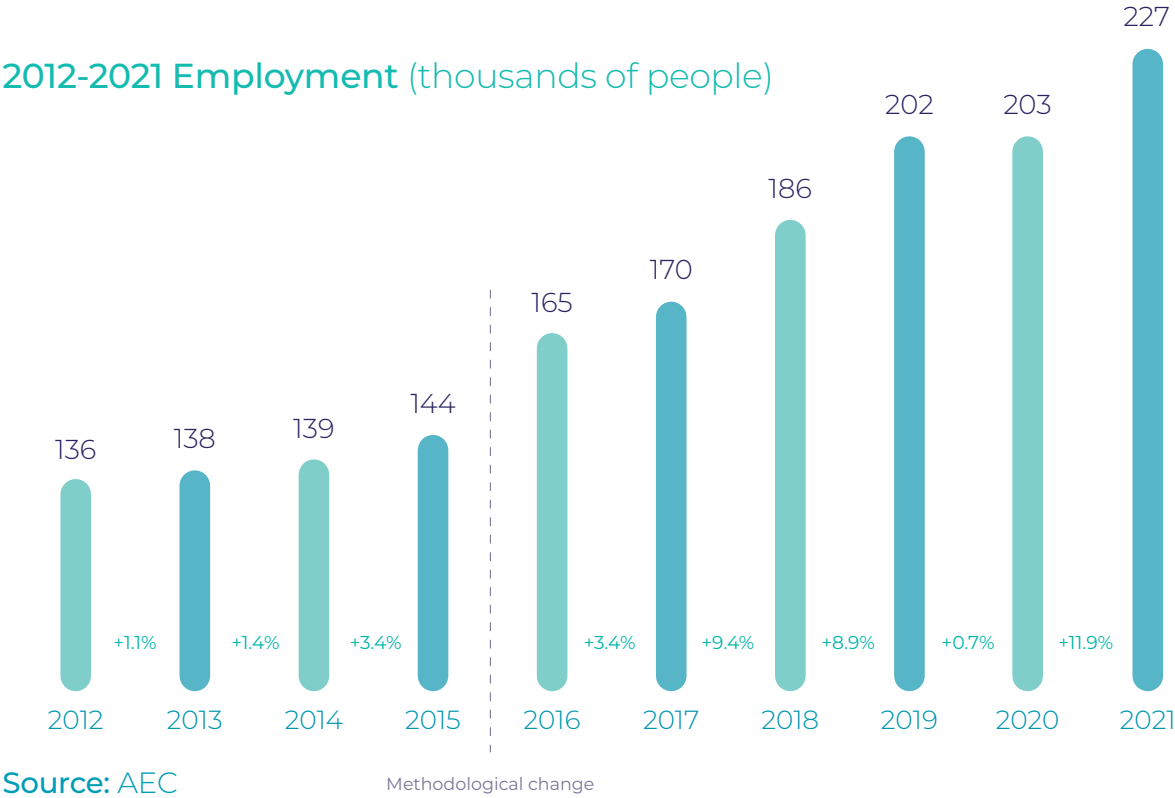
The workforce increase exceeds the ratios recorded prior to the public health crisis

227,734 professionals

11.9% increase

Methodological change expanding the scope of the industry analysis.

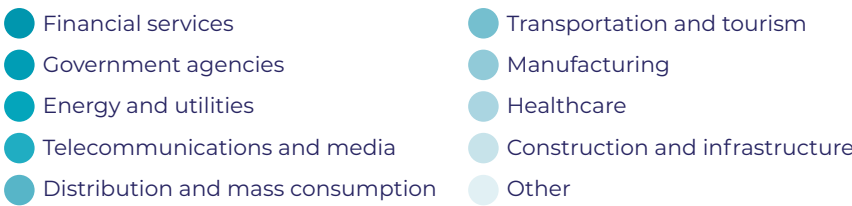
2012-2021 Employment (thousands of people)



## 2021 Revenue Distribution



By sectors



Source: AEC

X3 Training

Investment in training per employee in the consulting industry was more than three times the average per employee throughout Spain.

4.5% Innovation

of revenue

Investment in innovation was more than three times the average throughout Spain.

# Executive Summary

## Solid increase in revenue in a year of uncertainty

Consulting industry revenue in 2021 increased by 9.5% for a total of 15.921 million euros. This upward trend has remained steady for the last few years with increases of more than 5%, except in 2020 when revenue remained stable.

As in prior years, the industry's growth rate was higher than the Spanish GDP growth rate.

## Consistent quality job creation

The number of professionals employed by consulting firms increased by 11.9% in 2021 as they employed 227,734 people. This figure has consistently increased since 2004, even in 2020 when it saw a slight upturn. Furthermore, the consulting industry has continued to create quality jobs: investment in training per employee in 2021 was more than three times the average throughout Spain in a sector where more than 61% of the professionals are university graduates and there is a commitment to young talent as it facilitates their access to the job market.

## Increased investment in R&D&i by consulting firms

Consulting firms earmarked 4.5% of their revenue in 2021 for innovation, investing a total of 717 million euros. This figure reflects 26.5% more than the investment made in 2020. The technologies that have had the greatest impact on consulting firms have been cloud computing, those related to cybersecurity, big data & analytics, automation and robotics as well as artificial intelligence (AI).

## Development and integration services continue growing

In 2021, development and integration services accounted for 30.2% of the total industry revenue. The digitalization processes in which companies in all sectors are immersed and the development of new technologies have spiked the demand for these kinds of services.

## The financial sector leads the demand for consulting services another year again

As has been the case in previous years, the financial sector was the main consumer of consulting services, accounting for 30.5% of the total revenue in 2021, followed by government agencies, which accounted for 15.2% of the total, the energy and utilities sector at 13.1%, and the telecommunications and media sector at 10.9%.

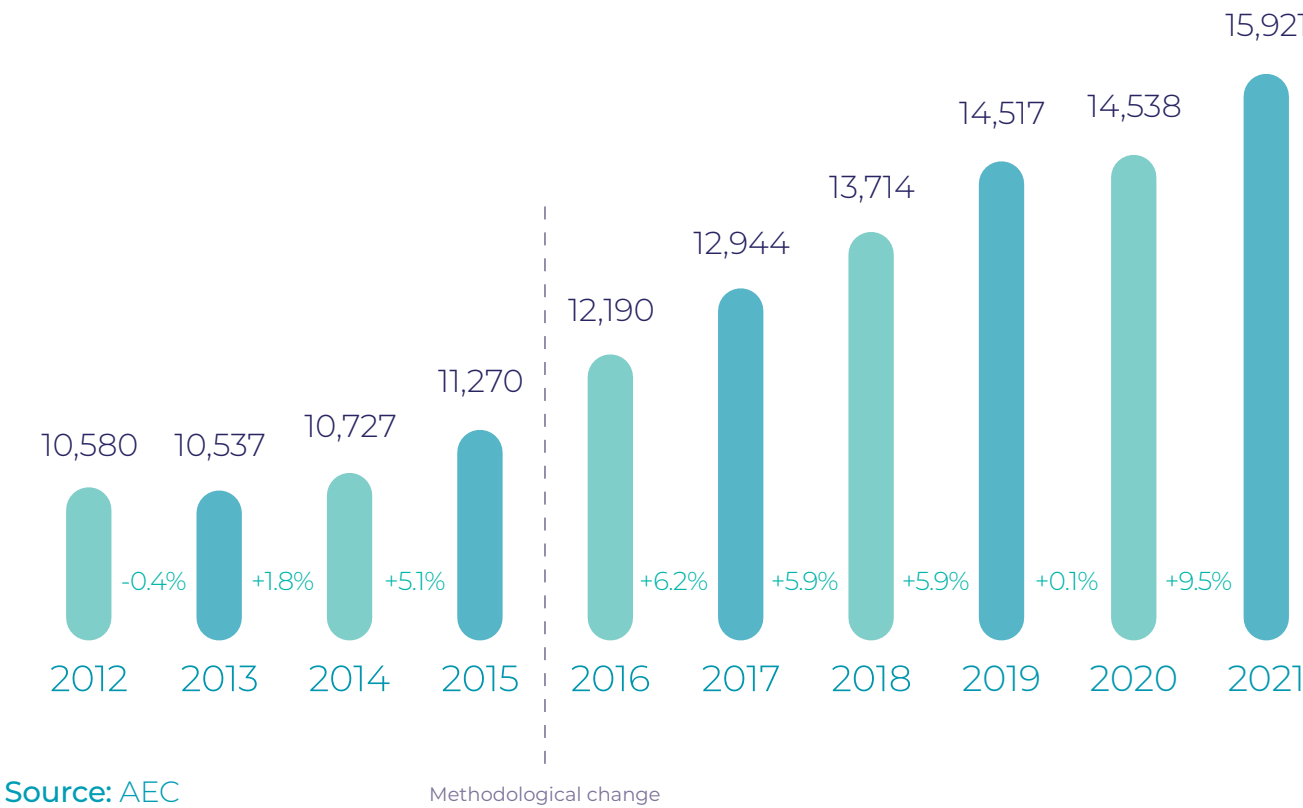
## Desirable skills: a capacity for learning, teamwork and being customer-oriented

The skills most highly valued by consulting firms when choosing job candidates are a capacity for learning, teamwork, being customer- and results-oriented, taking the initiative and being proactive, being able to adapt to new situations and having the capacity for analysis and problem resolution. These skills are considered the keys to facing the industry's challenges.

# Consulting Sector Revenue

Companies in the consulting industry earned 15,921 million euros in revenue in 2021, which is 9.5% more than the year before. This growth, which is higher than forecasted in 2020, continues to follow the upward trend observed prior to the COVID-19 pandemic and proves that consulting is a key industry in the country's transformation and plays an essential role in the recovery of the Spanish economy.

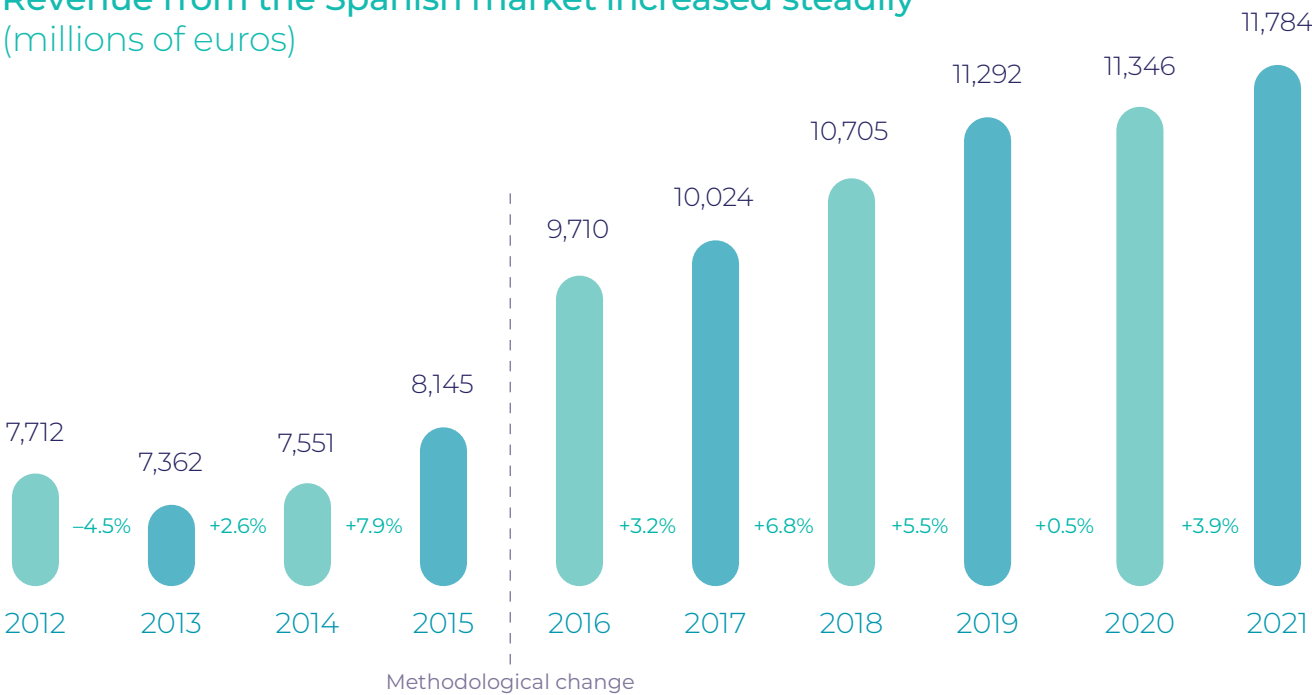
Solid growth in the consulting industry (millions of euros)



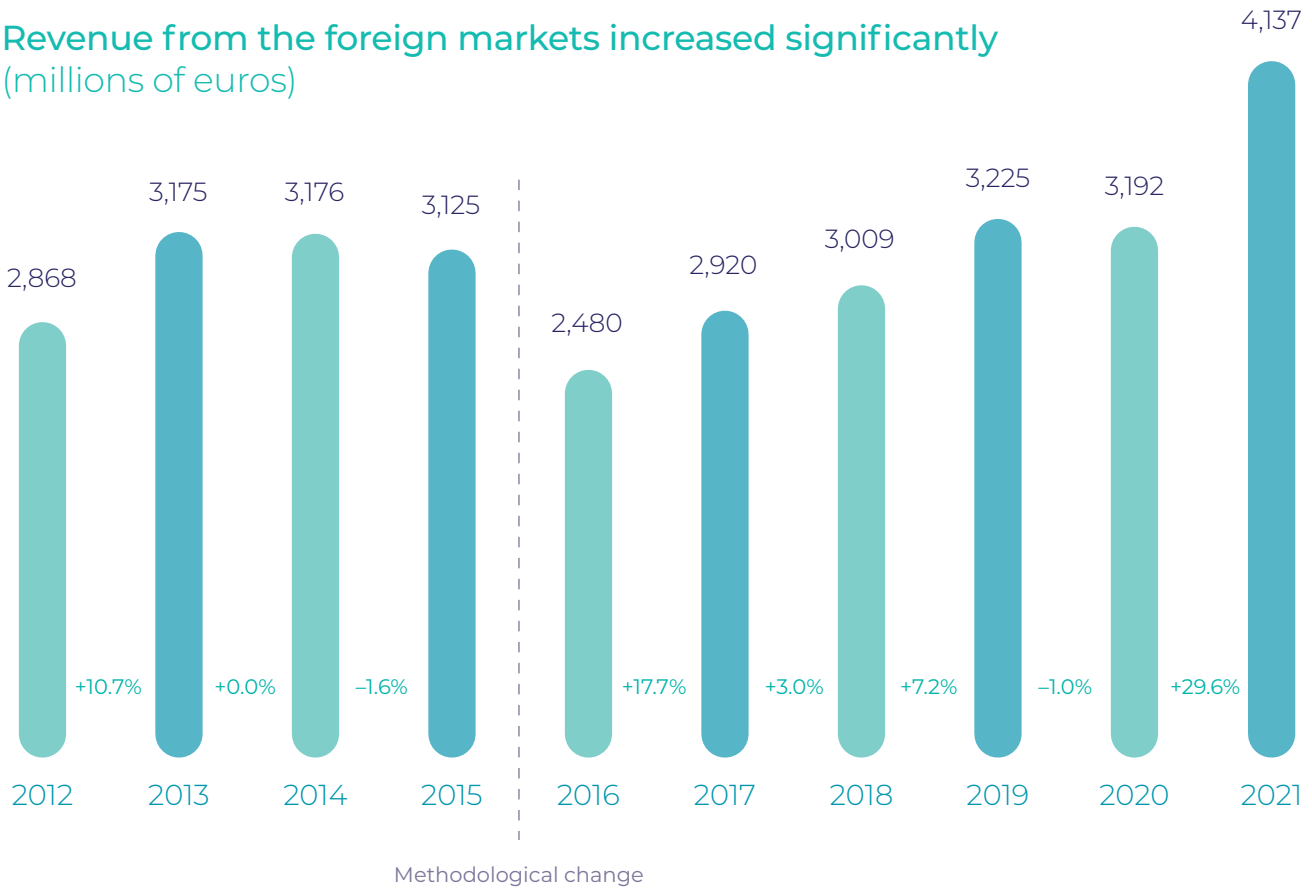
The consulting industry proves its solidity with growth above pre-pandemic rates in an environment of uncertainty

The industry's growth is driven by the increase in revenue from both the Spanish as well as the foreign markets. Growth in Spain was 3.9% for a total of 11,784 million euros. On the other hand, revenue from abroad increased significantly, specifically by 29.6%, for a total of 4,137 million euros. The mobility restrictions put in place to mitigate the effects of COVID-19 were an obstacle to the consulting business abroad in 2020, yet there was considerable reactivation in 2021.

Revenue from the Spanish market increased steadily (millions of euros)



Revenue from the foreign markets increased significantly (millions of euros)



The good figures are largely due to the digital transformation processes in which companies and government agencies are currently immersed.

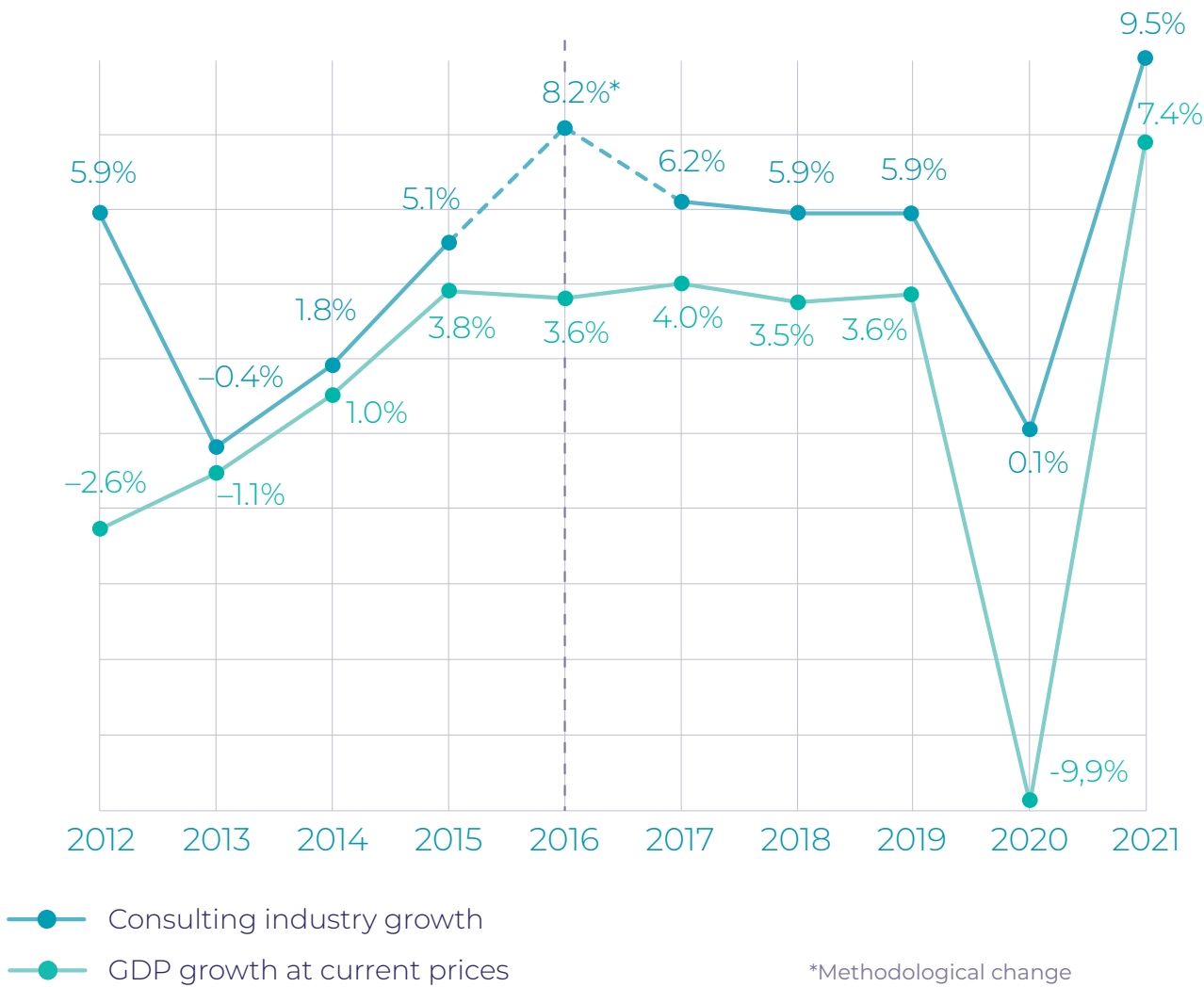
As leaders in the implementation of new technologies, consulting firms are playing an essential role as drivers of change. Their knowledge and experience are essential to organizations being able to adapt their business models to the new market needs and successfully overcome the challenges of the future.

Consulting firms proved to be advisors of trust for organizations throughout the crisis caused by the pandemic and they have continued to ease the

transition towards digital environments in 2021 by offering their clients solutions to move forward towards economic recovery.

A comparison of the evolution of consulting firm revenue and the Spanish gross domestic product (GDP) growth rate indicates that the consulting industry is growing structurally above the GDP; in other words, its contribution to national wealth has been above the average for the entire economy. In 2021, the growth of the consulting industry was 2 percentage points above the increase in nominal GDP.

Consulting industry revenue is growing above the GDP (2012-2021)

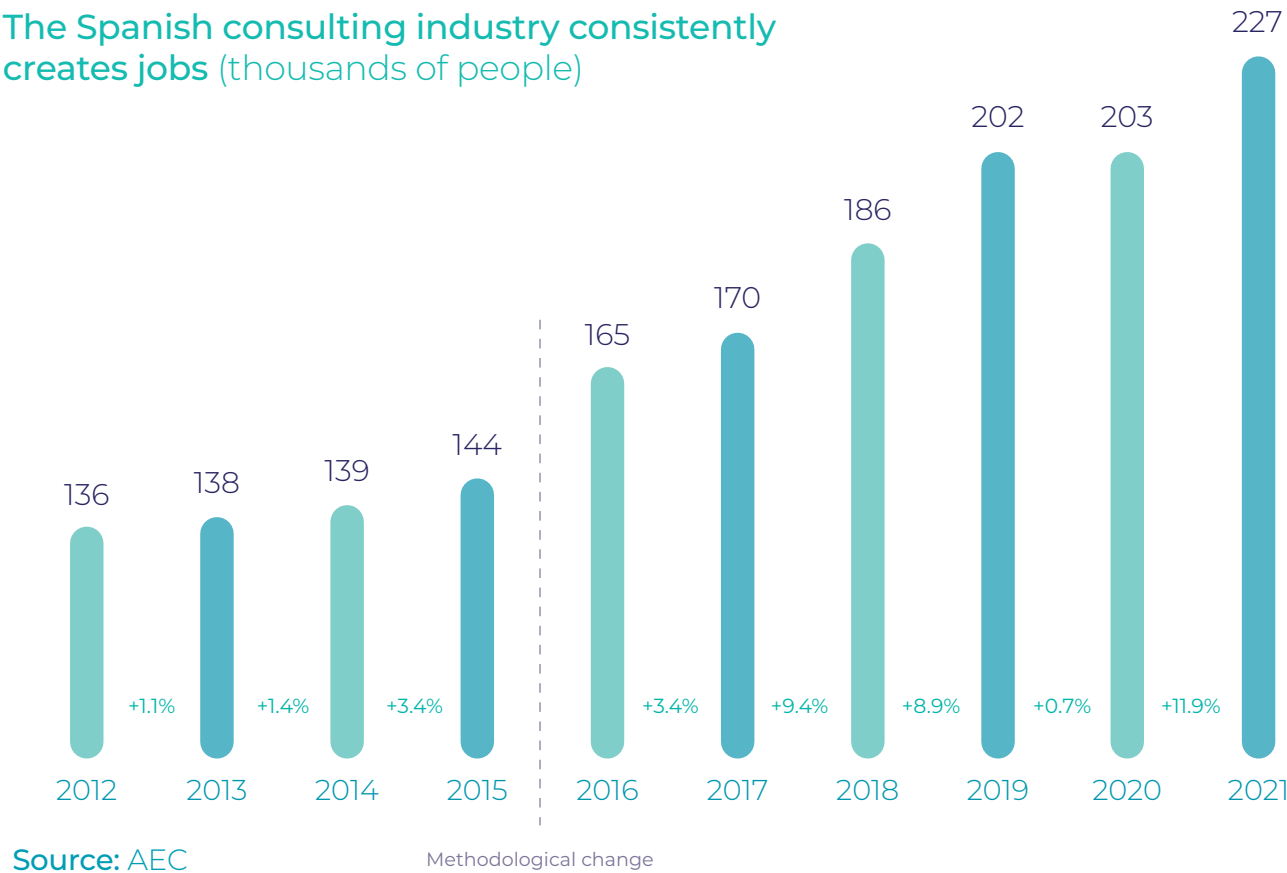


Sources: sector revenue: AEC (Spanish Association of Consulting Firms); GDP at current prices: INE (Spanish National Statistics Institute)

# Employment in the Consulting Industry

In 2021, the consulting industry employed more than 227,734 professionals which is 11.9% more than the previous year. The number of employees in this industry has not stopped growing since 2004, especially during the pre-pandemic years. The significant increase in the workforce proves the importance of talent for consulting firms and their fundamental role in making the changes involved with the new digital era.

The Spanish consulting industry consistently creates jobs (thousands of people)

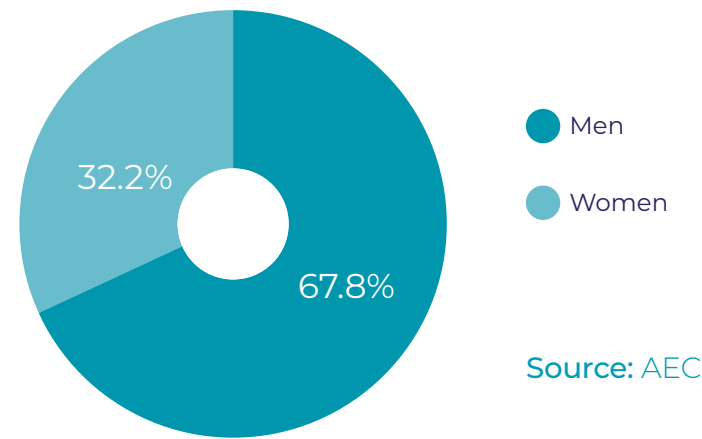


Source: AEC

The total number of women in the workforce was 73,273 which accounted for 32.2% of the total jobs in 2021. This is relevant data as, according to the latest Spanish Ministry of Education and Vocational Training figures, the percentage of women enrolled in technology degree programs (the most in demand in this industry) does not exceed 29%.

Consulting firms create quality jobs, thus contributing to the country's economic recovery

Distribution of women and men in the consulting industry (percentage)



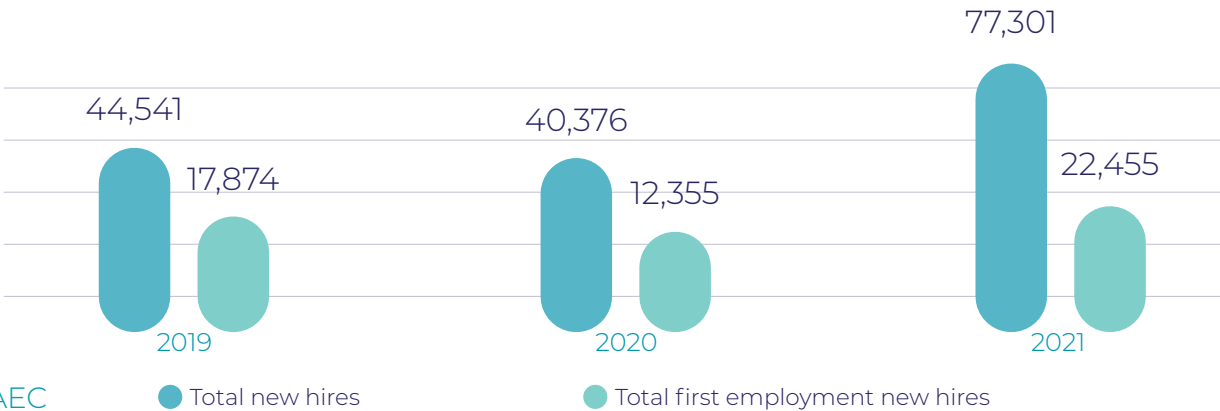
Source: AEC

Between organic growth and turnover, consulting firms signed more than 77,000 contracts in 2021 which is 90% more than in 2020. Of these contracts, 69.7% were for men and 30.3% were for women.

In addition, it is worth highlighting that 29% of these new contracts were signed with recent university graduates without prior job experience (except

internships and work placements). Yet another year again, consulting firms demonstrated their commitment to helping young talent enter the job market and did so in a context of continuously high youth unemployment (30.7% of those under the age of 25 were unemployed during the final quarter of 2021, according to Spanish National Statistics Institute figures).

Total number of new hires in the consulting industry and first employment new hires

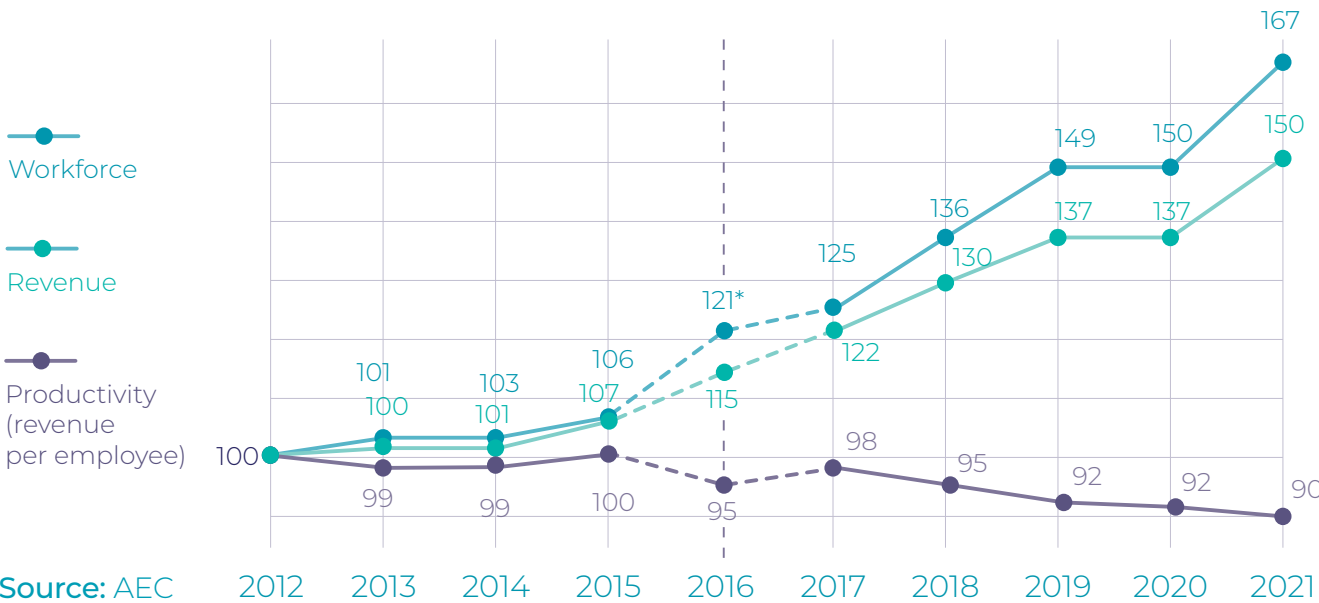


Source: AEC

Following the trend observed in past years, the increase in the workforce was higher than the increase in industry revenue which means there was a slight drop in sales turnover per employee. This is mainly due to the mix of services offered by consulting firms and the pressure from strong competition as concerns prices that caused a decrease in the margins.

Consulting firms hired more than 77,000

Evolution of the workforce, revenue and productivity (measured as revenue per employee) (2012= base of 100)



Source: AEC

Workforce growth rate at Spanish consulting firms, of third-party employees in Spain and of employment in knowledge-intensive jobs in Spain (2012-2021)



Sources: consulting firm workforce: AEC (Spanish Association of Consulting Firms); third-party employees registered with the Spanish Social Security system: Spanish Ministry of Labor and Society Security Statistics Annual; knowledge-intensive employment: Eurostat.

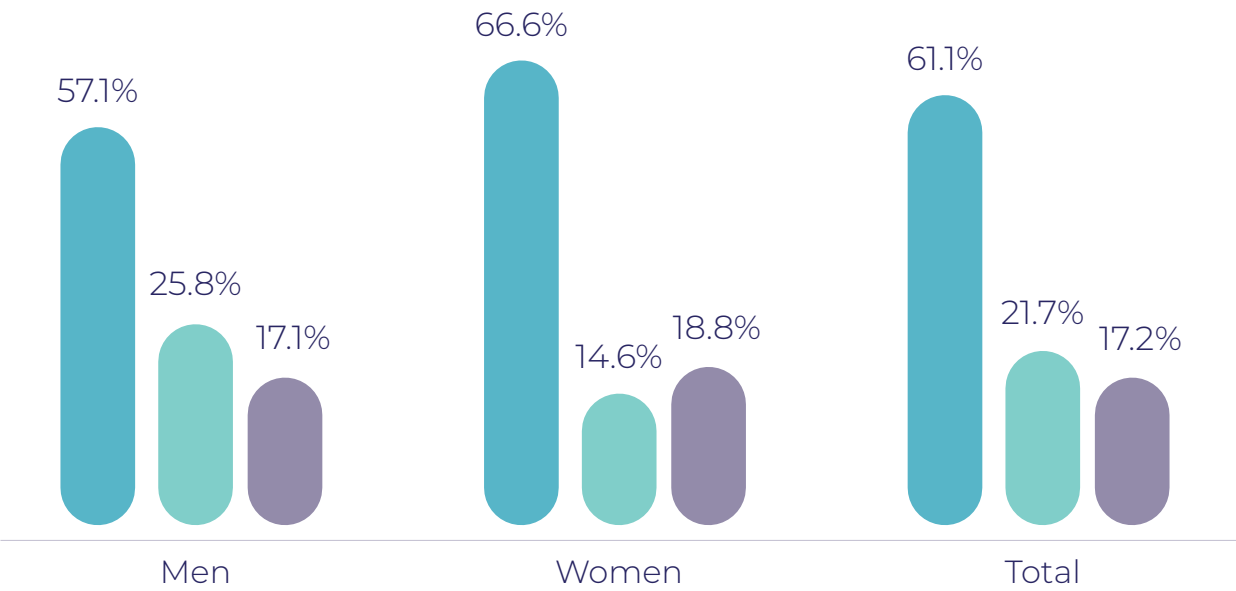
\*Methodological change



Considering the type of work involved, consulting firms hire the most qualified professionals in the job market. 61.1% of the industry's employees have a university background which is quite above the average in Spain (out of the national total, 42.7% of women and 36.7% of men between the ages of 25 and 64 hold university degrees). Likewise, the percentage of women with university degrees in the consulting industry exceeds that of men (66.6% versus 57.1%).

As concerns the academic background of the rest of the industry's professionals, those with vocational training certificates make up 21.7% of the total, more than two percentage points above last year's figure. This is due to the fact that there has been an increase in recent years in the demand for specialists in certain technological solutions. 25.8% of the men and 14.6% of the women are vocational training certified.

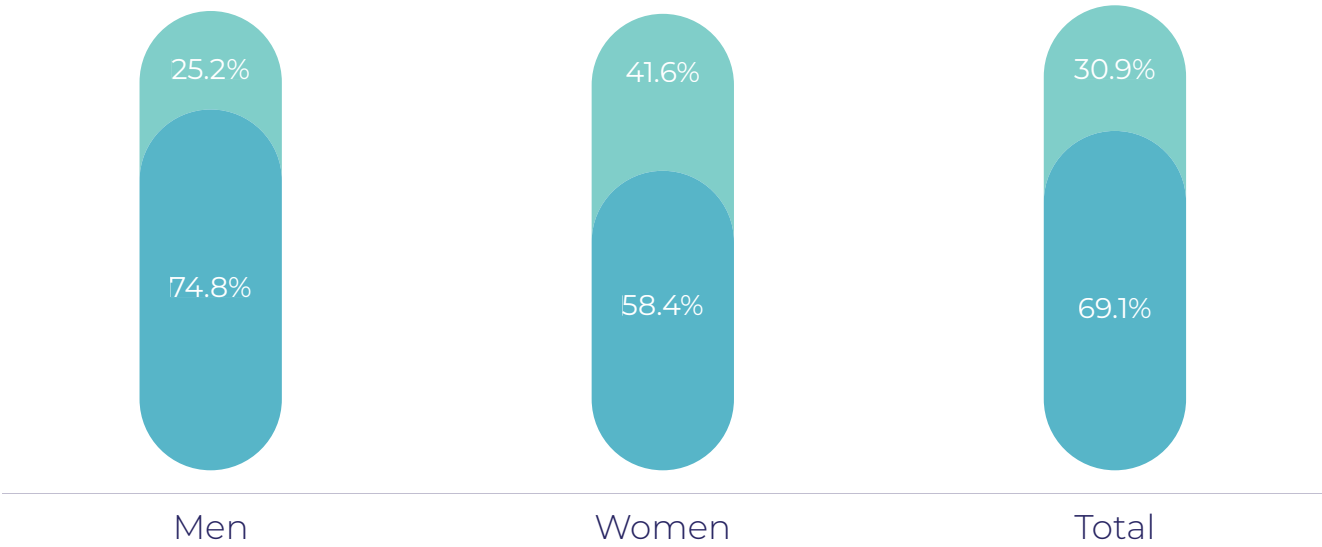
Most of the consulting industry's professionals in Spain hold university degrees (percentage)



Source: AEC

University graduat Vocational training Other

University graduates mostly have STEM backgrounds (percentage in Spain)



Source: AEC

University graduates in STEM fields University graduates in other fields

Technology backgrounds are predominant among consulting industry professionals. 69.1% of the university graduates come from STEM fields and, by gender, there is a higher percentage of men who have graduated in STEM fields (74.8% versus 58.4% of women) which is a reminder that initiatives must continue to be carried out to promote technology vocations among girls and young women. Even still, and due to the great variety of services provided, consulting firms require professionals with all types of degrees. 25.2% of

the men and 41.6% of the women in the industry have backgrounds in other areas, both in science and the humanities.

Nearly 70% of university graduates in the sector come from STEM fields



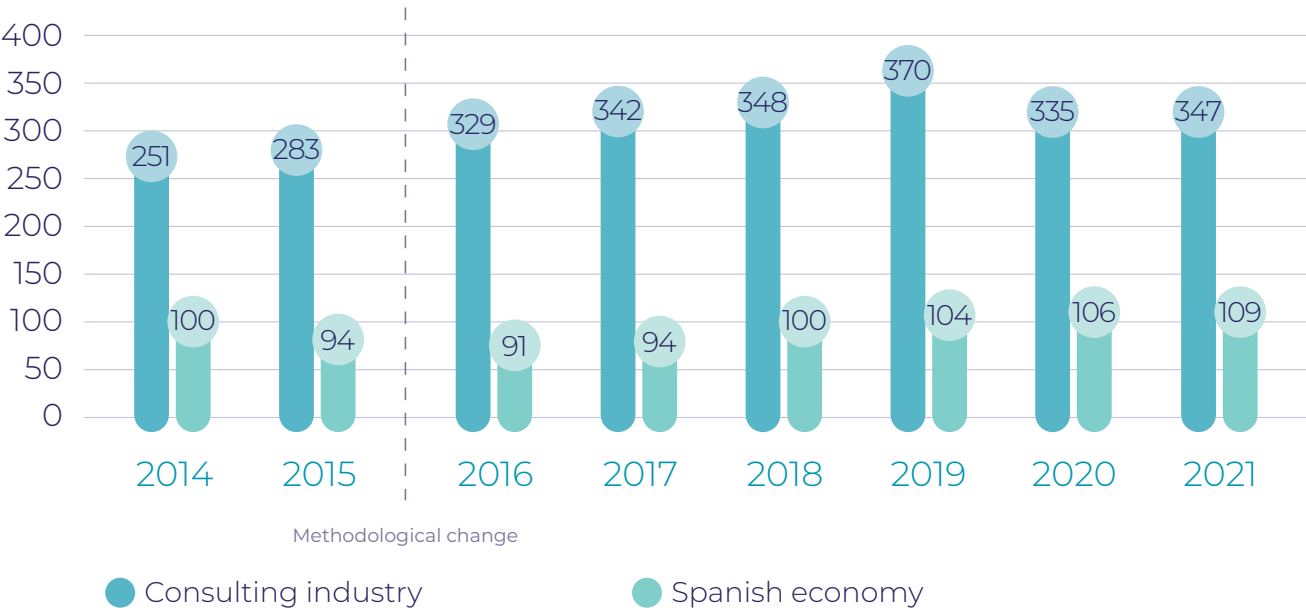
Indicators of the expenditure on training among Spanish consulting firms and the economy

	2014	2015	2016	2017	2018	2019	2020	2021
Expenditure on training by Spanish consulting firms (millions of euros)	35.4	40.6	53.8	58.2	64.7	74.7	68.1	79
Expenditure on training per employee at Spanish consulting firms (euros)	251	283	329	342	348	370	335	347
Expenditure on training per employee in Spain (euros)	100	94	91	94	100	104	106	109
Training hours per employee at Spanish consulting firms (annual hours)	29.0	30.5	30.9	32.2	30.5	29.1	26.5	25.7

Methodological change

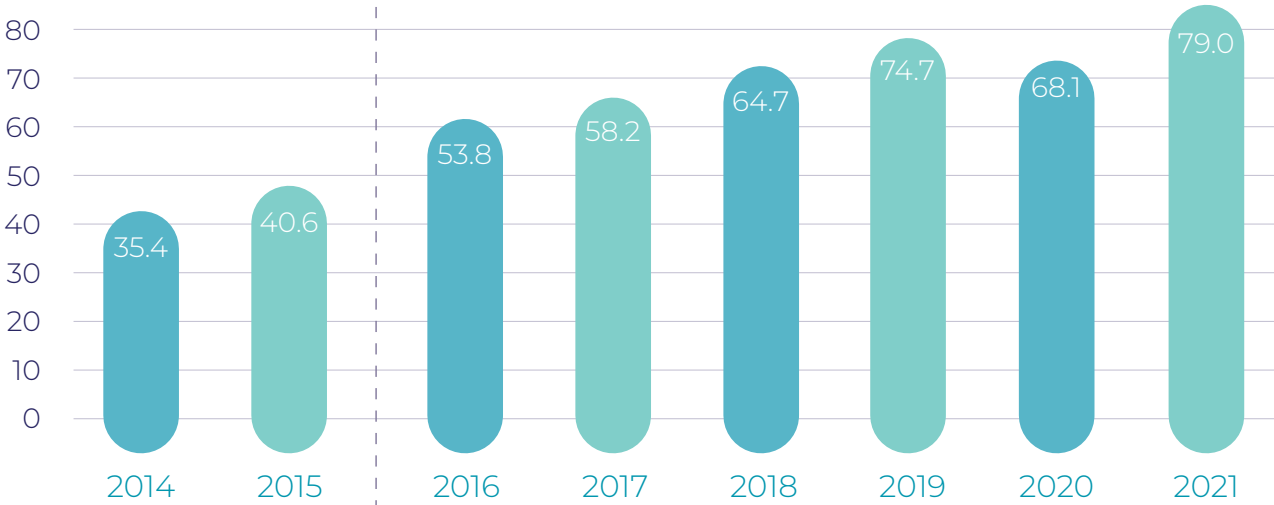
Source: AEC

Increase in the expenditure on training per employee in consulting (euros)



Source: AEC

The consulting industry increased its investments in training (millions of euros)



Methodological change

Source: AEC

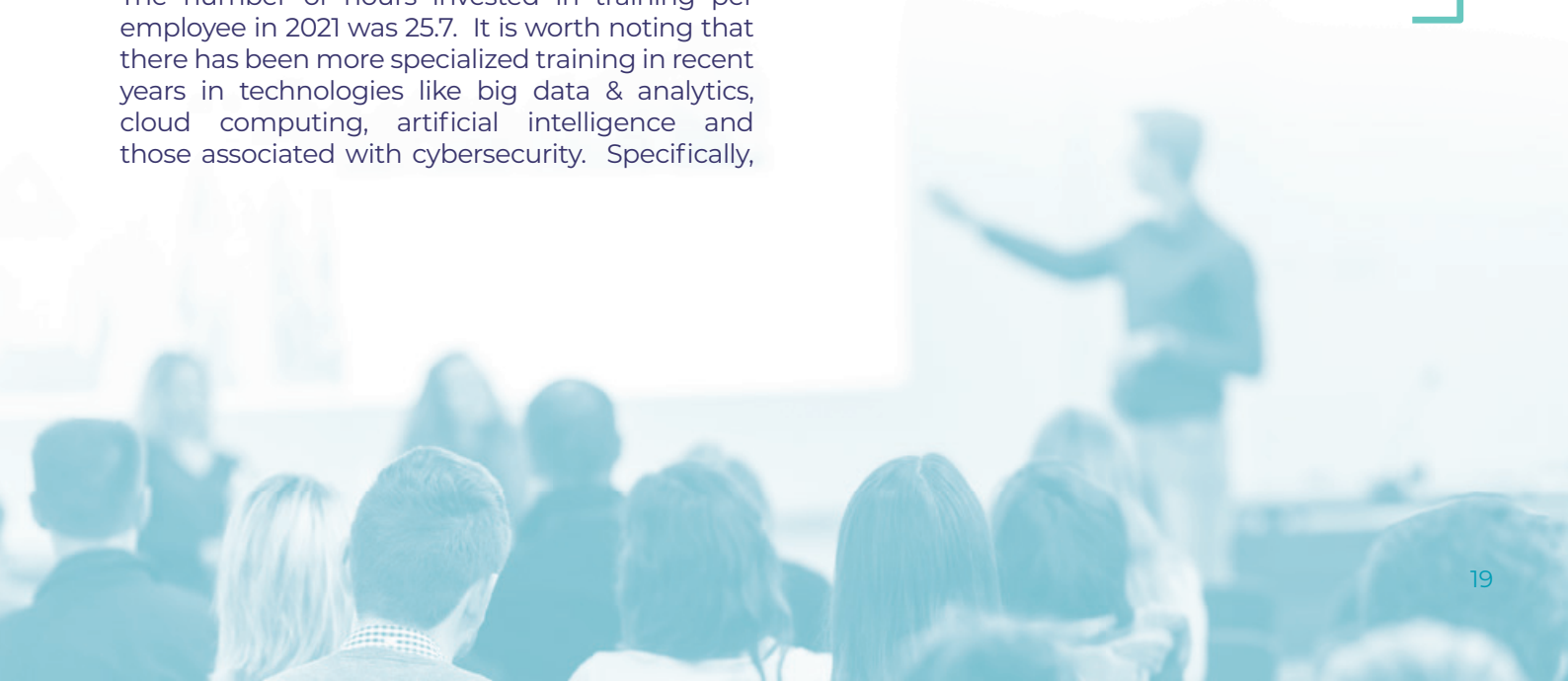
Aware of the importance of their human capital, consulting firms are making more effort each year to attract and retain the best professionals. In doing so, they are constantly investing in their employees' training, updating their knowledge and adapting their skills to the market needs.

around 37% of the hours of training received by professionals is linked to these technologies with the remaining hours dedicated to cross-training or supplementary training and the development of the skills needed to guarantee a successful customer experience.

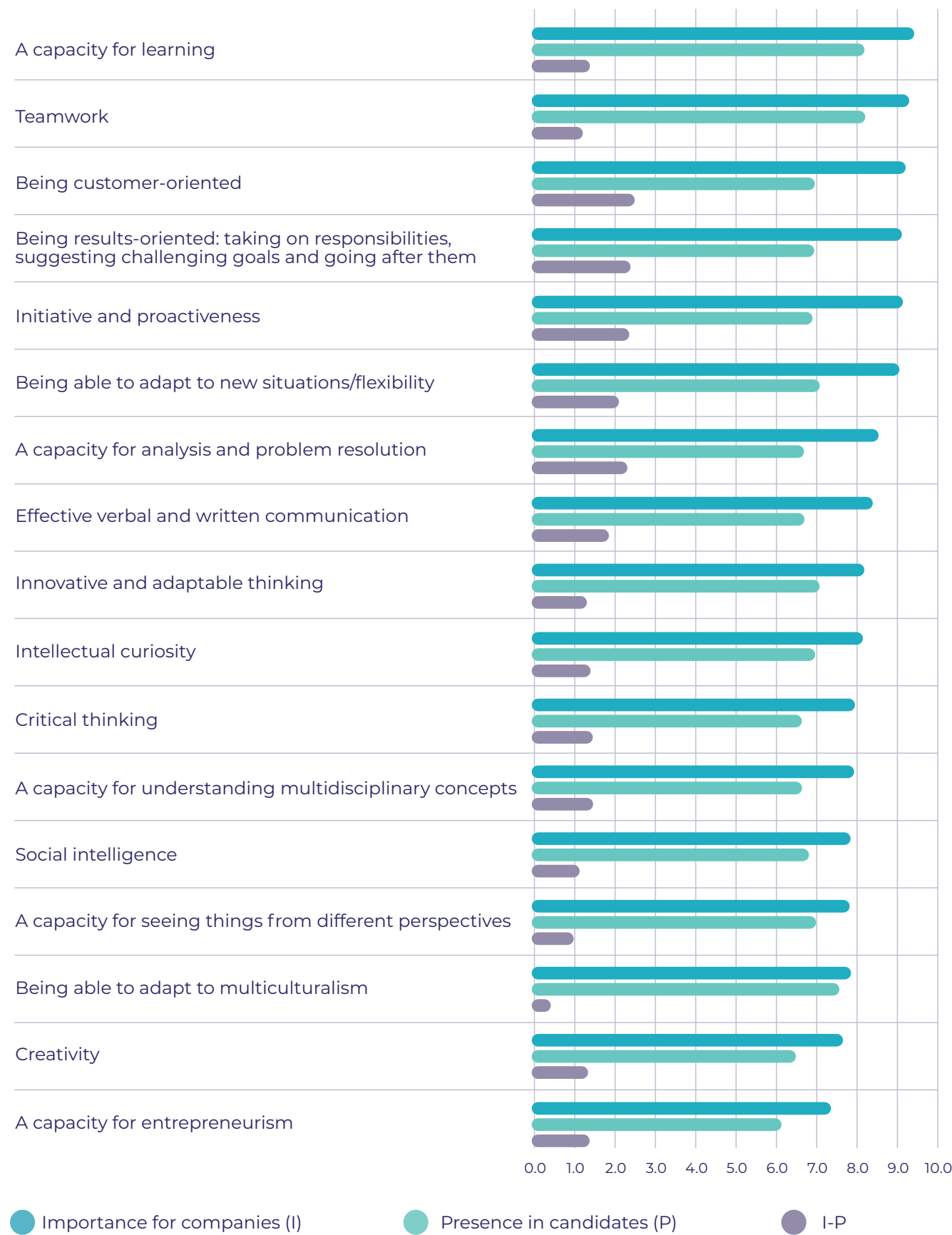
Investment in 2021 in training totaled 79 million euros which is 16% more than in 2020 (and 120% more than in 2014). Yet another year again, this figure is quite higher than the average for the Spanish economy. Expenditure on training per consulting industry employee is more than 3 times the average in Spain (347 euros in this industry versus 109 euros).

The number of hours invested in training per employee in 2021 was 25.7. It is worth noting that there has been more specialized training in recent years in technologies like big data & analytics, cloud computing, artificial intelligence and those associated with cybersecurity. Specifically,

Investment in 2021 in training totaled 79 million euros which is 16% more than the previous year



Key skills desired by companies in the consulting industry



Source: AEC

In addition to candidates' degrees and certification, technical knowledge and experience, consulting firms value various soft skills that bring added value to the services rendered. These include a capacity for learning, teamwork, being customer- and results-oriented, the ability to take the initiative and be proactive, the ability to adapt to new situations and a capacity for analysis and problem resolution.

The previous graph shows just how important companies believe these different skills and their presence in candidates are. The results indicate that professionals generally fulfill the requirements the industry demands yet there is still room for improvement in adapting candidates'

skills to companies' needs. Of the skills analyzed, there is greater room for improvement in some of the key skills such as being customer-oriented, being results-oriented, being able to adapt to new situations and a capacity for analysis and problem resolution.

Consulting firms collaborate with higher education institutions in order to adjust professionals' training to the market needs.





# Distribution of Services Rendered

Consulting firms offer their clients a wide variety of services under three categories: consulting, development and integration and outsourcing. The distribution of these services has evolved over time.

Consulting has gone from representing 16.3% of the industry's revenue in 2012 to representing 21.7% of the total in 2021. On the other hand, outsourcing has increased its weight from 42.1% in 2012 to 48.1% in 2021. Finally, development and integration services have decreased in importance, dropping from 41.6% of the total revenue in 2012 to 30.2% in 2021. In any case, these services have grown by 14.6% over the last year.

Throughout the last decade, the evolution in revenue deriving from consulting services has gone through different phases. Between 2012 and 2015, consulting remained steady as concerns the proportion of revenue earned yet hit a low in 2015 when it accounted for 16% of the total. After that year, consulting entered a growth phase which has lasted all the way to 2021, the year in which consulting revenue totaled 3,455 million euros in absolute values.

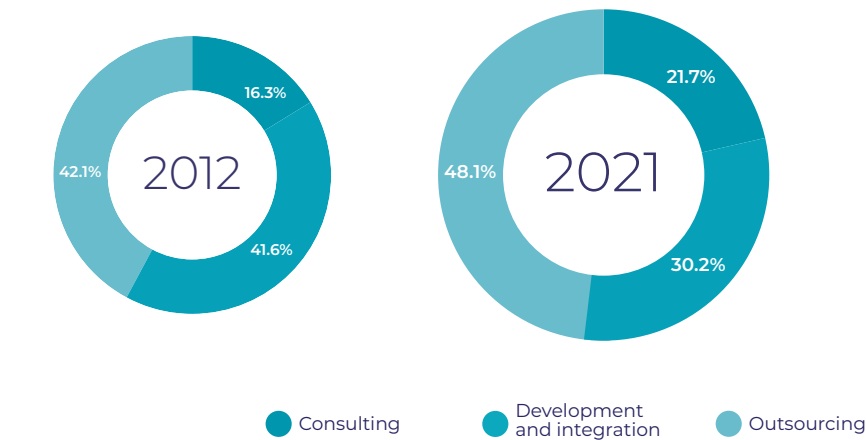
Between 2012 and 2021, revenue from outsourcing services continuously rose with an average annual growth rate of 6.2%. Such data makes clear just how

much companies usually outsource the activities which are not a part of their core business and can be performed more effectively by more specialized companies. In 2021, revenue from outsourcing services totaled 7,658 million euros.

With respect to the distribution of outsourcing services, AMS (application management services) have been most highly in demand at 51.2% of the total and representing 3,921 million euros. On the other hand, ITO (information technology outsourcing) accounted for 30.6% of the outsourcing revenue with a total of 2,343 million euros and BPO (business process outsourcing) accounted for 18.2% of the total at 1,394 million euros.

As concerns development and integration services, it is worth mentioning that they have dropped in specific weight throughout the last decade. Even still, the demand for these services has risen since 2019 as a result of the development of new innovative solutions in response to the new economic and labor situation created by the pandemic. To this end, cloud platforms and cybersecurity are two of the areas in which companies are seeking improvements given the increase in remote work. Revenue from these services totaled 4,808 million euros in 2021.

Outsourcing services have continued to lead (2012-2021 in percentages)



Source: AEC

# Distribution of Revenue by Sectors

Once again this year, the financial sector was the main consumer of consulting services with a total revenue volume of 4,856 million euros. The average annual growth of financial services since 2012 has been 6.5%, rising from 26.1% of the total sector revenue in 2012 to 30.5% in 2021. Even still, it is worth highlighting that revenue from financial services dropped by 4% in comparison to the previous year.

The second most important sector is government which represents 15.2% of the total revenue (without considering any healthcare projects). It is one of the sectors where the demand has grown the most in comparison to 2020, at 15.8%, totaling 2,420 million euros in 2021.

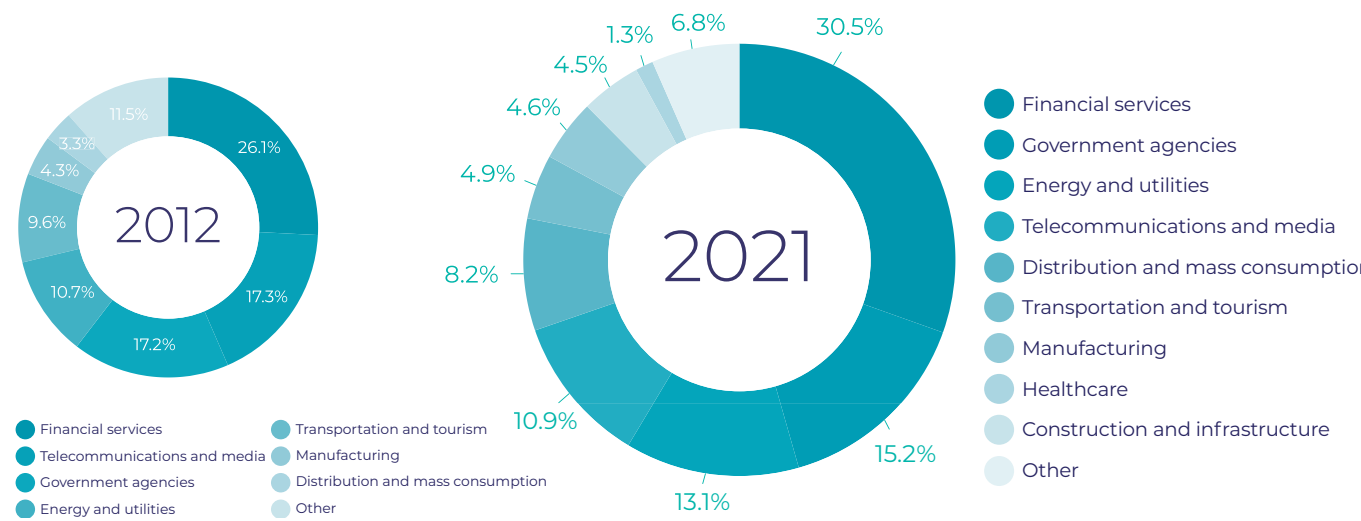
Financial services continue to be the main consumer of consulting services

In third place is the energy and utilities (electricity, water, gas, etc.) sector with revenue of 2,086 million euros. This sector has continuously grown in consulting firm revenue with an average annual growth rate of 7% from 2012 to 2021.

Finally, the telecommunications and media sector has generated some 1,735 million euros in revenue. The behavior of this sector has been irregular over the last few years yet has reflected a decreasing trend in relative weight out of the total revenue, dropping from 17.3% in 2012 to 10.9% in 2021.

These four sectors account for 69.7% of all consulting firm revenue, totaling an aggregate amount of 11,097 million euros. The remaining 30.3% is distributed among distribution and mass consumption (8.2%), transportation and tourism (4.9%), manufacturing (4.6%), healthcare (4.5%), construction and infrastructure (1.3%) and other sectors (6.8%).

The demand from the financial sector has come in first place every year from 2012-2021 (in percentage)



Source: AEC



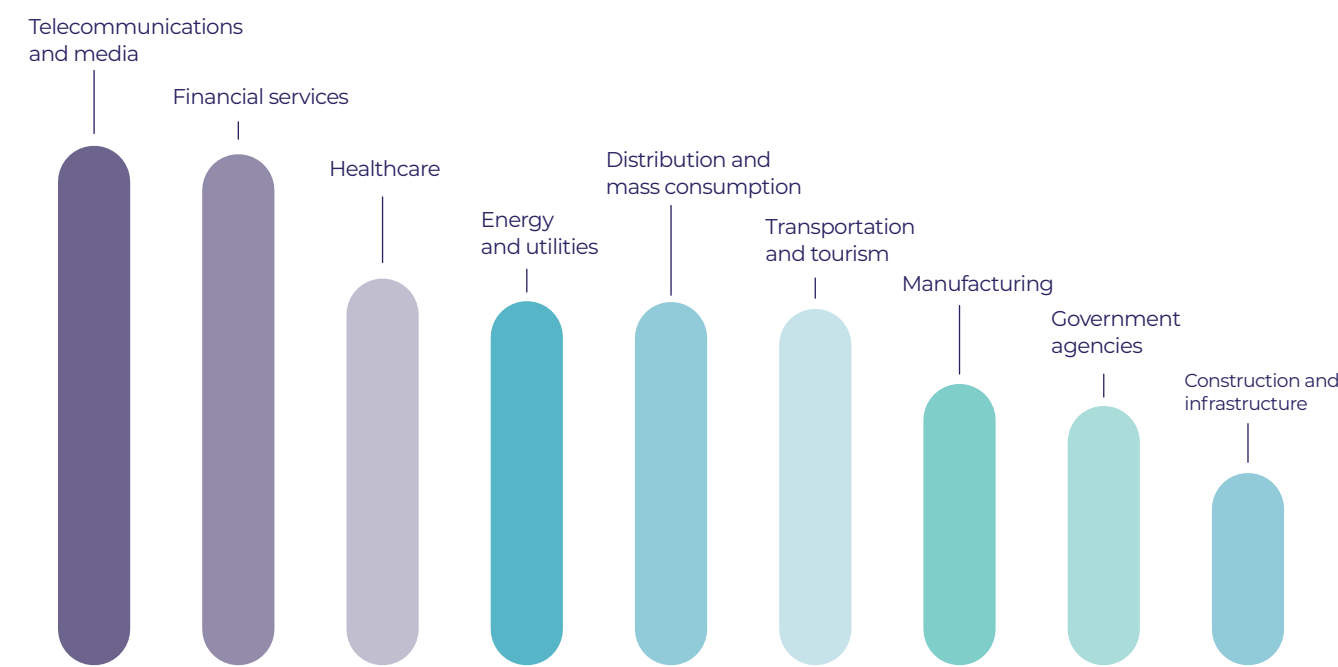
# The Level of Digitalization by Sectors

From the consulting firm perspective, the sector that is most highly digitalized is telecommunications and media. In second place, and quite close behind, is the financial services sector. At a considerable distance behind these two are all other sectors in this order: healthcare, energy and utilities, distribution and mass consumption, transportation and tourism, manufacturing, government and construction and infrastructure.

As can be observed in the graph, there is still much to be done before government agencies and companies in other sectors reach a similar level of digitalization as telecommunications and media and financial services.

The most highly digitalized sector is telecommunications and media

The level of digitalization of the various sectors



Source: AEC

# Revenue Outlook for 2022

2022 is expected to be a year of uncertainty, mainly due to the geopolitical instability caused by the war in Ukraine and its consequences, in addition to the difficulty of predicting how the public health situation will evolve around the world.

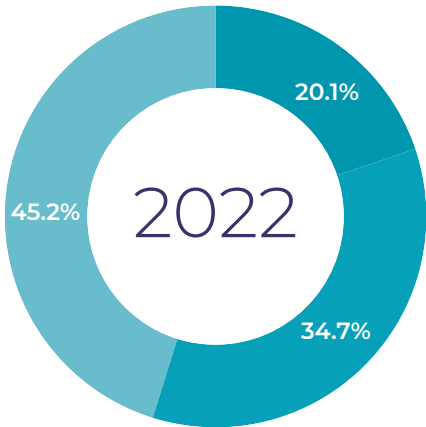
Consulting firms expect a 6.3% increase in revenue in 2022

In spite of this, consulting firms anticipate growth in revenue of 6.3% in 2022 for a total of 16,900 million euros. This growth forecast is driven by the technological change all economic sectors are currently going through and the execution of projects financed with European Funds.

As concerns the services most highly in demand, an increase in development and integration services is expected as has occurred over the last two years.

As far as the distribution of revenue by sectors, the outlook for 2022 indicates that financial services will continue to be the main consumer of consulting services followed by government, energy and utilities and telecommunications and media.

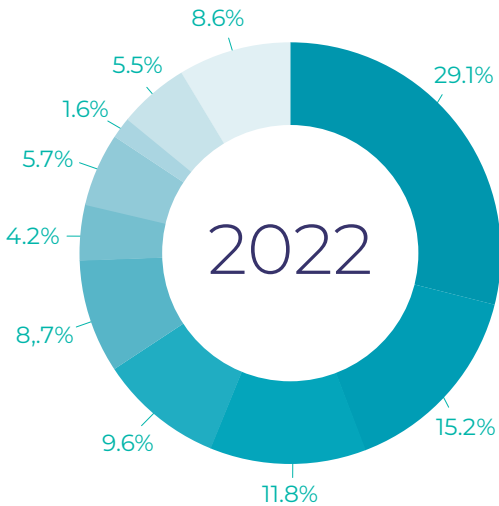
Growth in development and integration services is expected (percentage)



- Consulting
- Development and integration
- Outsourcing

Source: AEC

The financial sector will continue to be the main consumer of consulting services (percentage)



- Financial services
- Government agencies
- Energy and utilities
- Telecommunications and media
- Distribution and mass consumption
- Manufacturing
- Transportation and tourism
- Construction and infrastructure
- Healthcare
- Other

# Innovation in the Consulting Industry

Ongoing innovation within consulting firms is essential to staying at the forefront of technology and being able to handle present and future challenges.

In 2021, the industry earmarked 4.5% of its revenue for innovation which is the equivalent of more than 717 million euros. This is 26.5% more than the investment made in 2020 and proves the investment efforts companies in this industry are making in order to bring in the changes needed to move forward with our economic recovery. This percentage is quite above the total investment in innovation made in Spain (1.4% of the GDP) and in Europe (2.3% of the GDP according to 2020 Eurostat data).

The industry earmarked 4.5% of its revenue for innovation, which is quite above the total investment made in Spain (1.4% of the GDP) and in Europe (2.3% of the GDP)

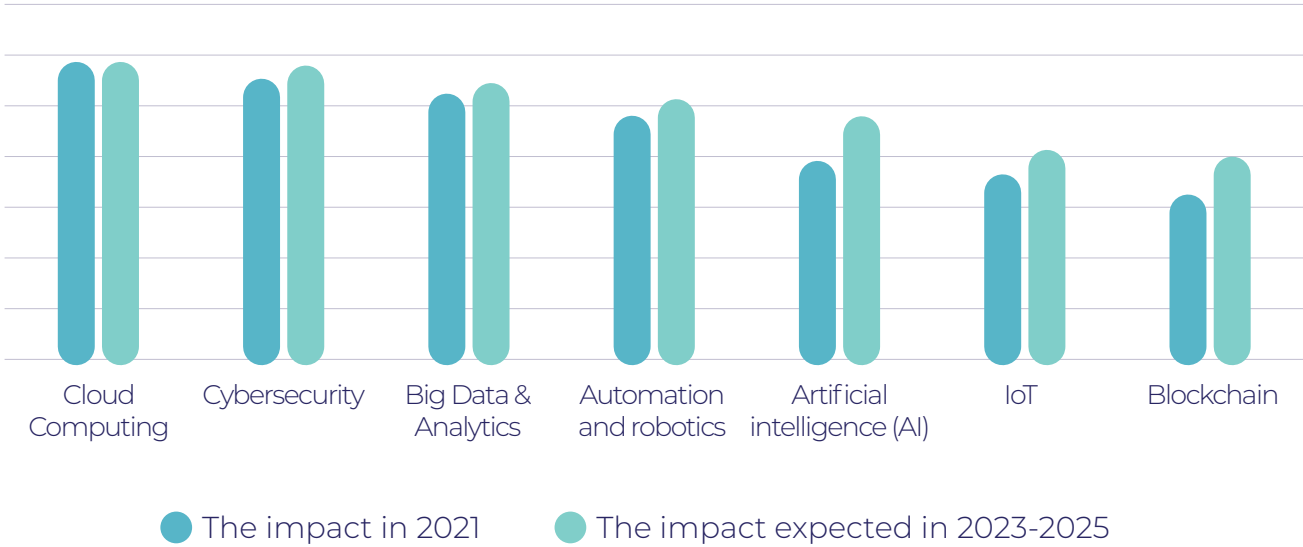
Some 11.9% of the industry's employees are dedicated to innovation projects which require highly specialized knowledge and contribute great added value to the services rendered.

The hours of training dedicated to breakthrough technologies and methods such as cloud computing and big data & analytics account for 36.9% of the total hours invested, which proves the commitment of consulting firms to training their human capital.

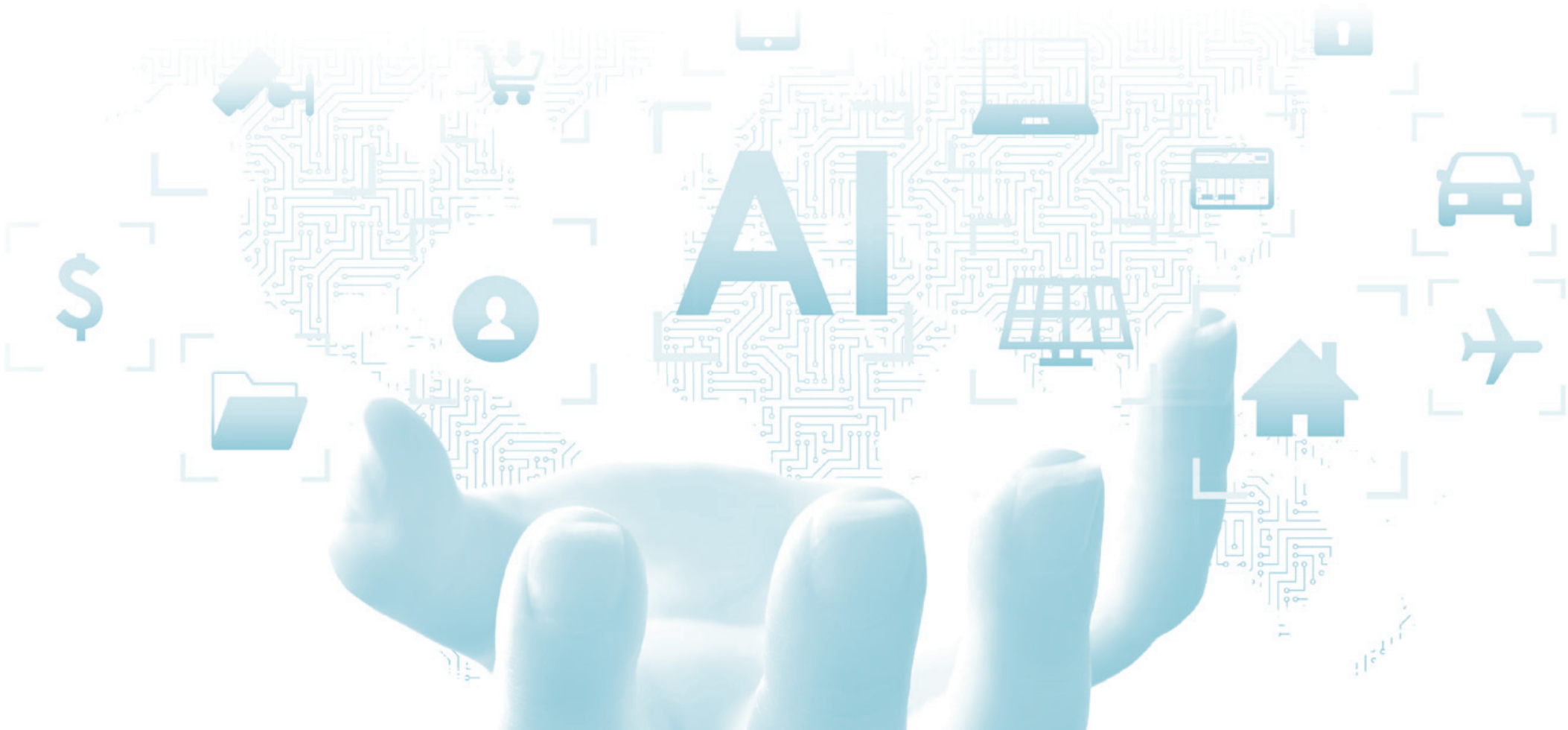
The investment made in research, innovation and training makes it possible for consulting firms to be able to successfully complete digitalization projects requiring the use of the most cutting-edge technologies and methods. Specifically, consulting firms generate nearly 40% of their revenue with projects requiring proficiency in emerging technologies like cloud computing, big data & analytics, social media mobile devices, internet of things (IoT), artificial intelligence, work automation and the blockchain as well as agile, design thinking and lean methods. In all, the revenue generated with these technologies and methods exceeds 6,355 million euros which is 20% more than in 2020.

The following graph shows that the technologies with the most impact on consulting in 2021 were cloud computing, those associated with cybersecurity and big data & analytics. Moreover, these three technologies are expected to also be the most representative in the consulting business in the coming years.

## The impact of technologies on the consulting business



Source: AEC



# Editorials



## THE CHALLENGE OF BEING CAPABLE OF DIGITALIZING THE ECONOMY AND SOCIETY

Over the past two years we have had to deal with a highly uncertain socioeconomic environment which has required different kinds of dynamic answers in order to overcome the situation all while designing a solid and sustainable economic model aimed at long-term growth.

Companies like ours and the investments that have been made in the technology sector have been fundamental to accompanying this process of change within government agencies and private entities in order to adapt and contribute value over the long term in this new social context.

Technology and talent have solidified as key levers and competitive advantages in making progress towards modernizing the country's infrastructures and moving forward on the path towards a more sustainable society and a more sustainable economic model for the future.

**Sergi Biosca**

CEO of NTT DATA Spain



## AT MINSAIT WE HELP OUR CLIENTS CREATE ALL-NEW INNOVATIVE AND SUSTAINABLE BUSINESS MODELS AND INDUSTRIALIZE THEIR OPERATIONS

The pandemic has put a lot of pressure on companies to evolve towards a complete digital transformation. Work models have also radically changed. At Minsait, for example, we have successfully encouraged teleworking. As concerns our clients, we focus on helping them manage the current context of uncertainty by working on two key areas. The first is creating all-new innovative and sustainable business models through four key technology accelerators – payment methods, “phygital” (the integration of the physical and digital worlds), cloud data and cybersecurity. The second is the industrialization of their operations to enhance their competitiveness in business. It is with this model that we are looking towards the future with optimism.

**Luis Abril**

Indra Board Member and General Manager at Minsait



## GROWTH, TALENT AND SUSTAINABILITY

The worst of the pandemic is now behind us and we're entering an uncertain and volatile present which will no doubt condition the future in the short and medium term. However, in spite of all the uncertainty, we're getting a glimpse of a future that will offer people, organizations and the planet great opportunities. The future of our world and its sustainability depend on the decisions we're making now. We have a unique opportunity in Spain to lead the growth of the economy and stimulate the creation of quality jobs. In order to achieve this, investments in technology must be made profitable, sustainable and profitable goals must be pursued and we must look after each and every person we relate with. We must act with boldness and speed in order to get through this new era and always with talent, digitalization and sustainable development as our guiding forces.

**Domingo Mirón**

President of Accenture in Spain, Portugal and Israel



## INNOVATION, SUSTAINABILITY AND TALENT – THREE CORNERSTONES IN AN UNCERTAIN ENVIRONMENT

Agility and the capacity to adapt to change are more relevant than ever in today's environment where uncertainty is constant. At Capgemini, our work is based on three strategic cornerstones for making progress with speed and flexibility: innovation, sustainability and talent.

In order to achieve a true digital transformation, the commitment to technology and digitalization cannot be conceived without innovation. Sustainability is another strategic reference with a firm commitment to making a positive impact internally and externally, with a special focus on sustainable technologies. None of the foregoing can be achieved without digital talent. We are firmly committed to attracting and retaining this talent by offering a flexible, innovative and inclusive environment where people can develop their skills.

**Luis Abad**

CEO of Capgemini Spain



## WE'RE READY

The accelerated digitalization due to the pandemic has given our industry a definitive role that has made it possible to face the future with confidence yet the geopolitical uncertainty surrounding us has darkened the outlook. The available resources -among families and companies- are being affected and the negative consequences may last longer than we'd like. We hope our industry's ability to adapt will enable us to successfully get through this more difficult period.

The IT sector has become a test bench and driver of the new smart working method and is leading companies' digitalization process (from cybersecurity to smart information management, cloud computing and artificial intelligence, etc.). Our main challenge continues to be securing the necessary talent to respond to society's demands.

**Carlos Muñoz**

Corporate VP and General Manager of Intetum Spain



## BUILDING A NEW EMPLOYEE RELATIONSHIP IN A HYBRID MODEL

Our professionals have the opportunity of accessing a flexible work model with onsite, remote and mixed options. This hybrid formula is quite advantageous for professionals and companies as it makes work/life balance possible all while continuing to achieve our business goals. The challenge for Viewnext now is finding new ways for telework employees to maintain their ties to the company and their sense of belonging. Internal communication will play a fundamental role in doing so.

**Jorge Jiménez**

General Manager of Viewnext



## OUR ATTITUDE IS THE KEY TO SUCCESS

Our working sphere continues to be up close with our clients and our attitude must be all about proposing improvements. We must continue to build a collaborative environment and turn creativity into opportunities for efficiency, productivity and commitment. We quickly learn why we can't know everything and put passion into what we do. We respond with commitment because we trust in those who collaborate with us, we share with our partners and we celebrate all achievements. These are the keys we apply to our day-to-day as we overcome the challenges we face and they are what inspire us to keep on growing and helping our clients, our workers and the Spanish society where we are very much present.

**Juan Parra**

CEO of DXC Technology in Spain & Portugal



## TECHNOLOGY CONSULTING – A SOLID PARTNER FOR CHANGE

In a context of constant change, technology companies are more prepared to adapt ourselves to uncertain, complicated and somewhat ambiguous environments. Sopra Steria had already completed its process of transformation and adaptation to the new digital environments even before the arrival of COVID-19 and, now that we have gotten through the first few post-pandemic phases, we're prepared to go further still as concerns the evolution of our services. To this end, in a geopolitical situation like the one we're now seeing with a drop in growth to 4% for Spain in 2022 and the conflict in Ukraine, we can say that we're a solid and trustworthy partner who can help our clients better adapt to market fluctuations.

**Antonio Peñalver**

CEO of Sopra Steria Spain





### OFFERING CLIENTS HIGH VALUE IN THEIR TRANSFORMATION PROCESSES FOSTERED BY MULTIDISCIPLINARY AND INNOVATIVE CAPABILITIES THROUGH THE BEST TALENT

COVID-19 and the subsequent geopolitical and macroeconomic events we have seen have been a catalyzer of change which has made the importance of corporate resilience quite clear. This is even more true in a VUCA environment like the one we're experiencing nowadays with immense uncertainty and complexity.

It is in this economic and business context that we are continuing to focus on capturing and developing the best talent as the main pillar for offering our clients value. Faced with ongoing disruption, we have committed to continuing to enhance our multidisciplinary, specialist and innovative capabilities in order to provide comprehensive solutions to our clients' most complicated transformational challenges and we are doing so in a context characterized by a differential culture and corporate values. In order to respond to these challenges, Deloitte is continuing to strengthen its leadership in services associated with the transformation of business with support from the levers provided by technology and innovation.

**Antonio Crespo**

Managing Partner for Consulting at Deloitte Spain



### THE TALENT BUBBLE IN THE POST-COVID ERA

The post-COVID era has accelerated the digital transformation process within public institutions and private companies. This situation has led to an incredible number of professional opportunities for young talent as well as for professionals with proven experience. In recent months we have seen how the demand for technical backgrounds has multiplied which is causing a passing shortage of talent and heavy competition for the talent available within the technology sector.

In these circumstances, consulting is offering young graduates a place for multidisciplinary learning, demand and constant innovation to gain the best experience and speed up their development. It is therefore the ideal framework for meeting this scarce and qualified talent's expectations. Thus, companies must reinforce their value proposals for candidates.

**Luis Furnells**

Executive President of Oesía Group



### AT ALTEN, WE HAVE IMPLEMENTED TELEMWORK TO ENCOURAGE FLEXIBILITY AND COLLABORATION AMONG OUR WORKERS

The pandemic has deeply disturbed the market and our business lines. ALTEN created a global strategy in 2020 to adapt and fulfill our employees' and candidates' expectations. At ALTEN, we have implemented telework by betting on a hybrid system to encourage flexibility and collaboration among our workers. Moreover, we have made adjustments to our human resources processes like fully digitalizing the hiring process and sizing our IT infrastructures to accelerate the digital transformation. We are facing new challenges such as strengthening our ties with our employees and hiring more experienced candidates and, therefore, we are developing new management tools. Finally, our commitments are leaning towards "more responsible digital technology" to lower the environmental impacts of our internal IT services.

**Marcello Barba**

Executive Vice-President for Southern Europe, Denmark and Switzerland at ALTEN Group



### TALENT AND TECHNOLOGY AS THE WINNING BINOMIAL

Nowadays, the winning binomial is Talent and Technology. And we have an abundance of both in Spain. The key lies in being flexible enough to adapt to the changes turning companies into boiling pots for new solutions. COVID-19 has completely shaken up our labor, social and economic foundations yet this double T has been our salvation. We have made years' worth of progress in digitalization. Ayesa and all other AEC firms have made this progress possible by understanding our clients' and society's needs and providing solutions. The challenge lies in not limiting ourselves, empowering our teams and creating all the technological tools needed to really take off.

**José Luis Manzanares**

CEO of Ayesa



### UNCERTAIN TIMES WHERE PASSION AND A SENSE OF RESPONSIBILITY MAKE THE DIFFERENCE

We're living in phrenetic and uncertain yet fascinating times. The speed at which business models and business paradigms are changing is forcing companies to design more flexible and dynamic structures. Plus, the new way of working driven by COVID-19 is requiring us to change our way of thinking and find a more productive way to work that is results-oriented with high levels of collaboration.

The challenge is ensuring our professionals continue to feel passionate about what they do. The people who work with that energy and special motivation are more responsible and more committed. Up until now, I can only say that I have been extremely proud of how our team continues to have that passion and sense of responsibility.

**Yolanda de Prado**

Managing Director of Getronics Iberia



### LEARNING TO LIVE WITH UNEXPECTED RISKS

The pandemic has redefined the word "uncertainty". Nowadays, we are more aware of the fact we must learn to live with unexpected risks. That's why companies must generally be agile, flexible and know how to adapt.

Companies are currently going through financial stress, problems with supply chains and an exponential increase in production costs all while wanting to take advantage of digitalization to grow and become more efficient and needing to keep on complying with all the legal requirements. We can help them with all of these processes. Consulting services have proven their capacity to work in exceptional situations such as the confinement where physical presence with clients was non-existent.

However, the most decisive challenge we're facing is no doubt talent. We need to include all the backgrounds currently in demand.

**Juanjo Cano**

President of KPMG in Spain



### INNOVATION, DIGITALIZATION AND SUSTAINABILITY ARE THE PILLARS OF GROWTH AT EY

From the very start of the pandemic, EY prioritized protecting its employees and clients by implementing safe COVID-19 protection procedures.

Throughout these two and a half years we have proven the immense "resilience" of our business model where working remotely and in a more decentralized manner allowed us to attain two-digit growth figures over the last 5 years.

The need to respond to climate and energy transition challenges and the increased competitiveness and efficiency that comes with digitalization means we need specialists in process and business model transformation more than ever, both within companies as well as in government. Now, more than ever, we are seeing a great opportunity for EY as a relevant firm in the consulting industry to contribute to our country's progress.

**Ignacio Rel**

Partner and Consulting Manager at EY in Spain



### THE IMPORTANCE OF TECHNOLOGY WITHIN COMPANIES

There is a before and an after in the consulting industry following the pandemic. The acceleration within this industry has been incredible over the last few years, leading to a total transformation mainly because no one has any doubts any longer about the importance of investing in technology and security but also because it has unified the markets, thereby creating one huge single global market of resources and customers for which not all companies were prepared.

Neither the economic nor the political uncertainty and not even the raw materials and supply chain crises have seriously threatened an industry that is at the center of the 21st century economy and society.

However, not all companies will be able to take advantage of this context – only those that have done their homework and think globally will come out on top.

**Francisco Javier Latasa**

President of VASS Group





### THE TRANSFORMATION OF THE OPERATING MODEL AS A RESULT

Throughout this time, we have grown as a brand, a brand of people moved by the same objective: transforming.

We've redesigned our operating model as well as the ways in which we work and manage, reconvertng our spaces into Open Space. It is all driven by the concept of community as a platform that generates ties to skills and the growth of talent.

The way we are always right next to our clients in order to transform, digitalize and make their organizations more sustainable, looking after our partners, ensuring their training, health and development and our desire to give our best as a company has reaffirmed our DNA as a sustainable company. We are proud to be more than just a brand.

**Joan Cardona**  
CEO – Managing Partner of Atmira



### A GREAT OPPORTUNITY TO EXPAND THE MARKET AND SPEED UP TRANSFORMATION WITHIN ORGANIZATIONS

COVID-19 has brought great learning with it. How we relate to each other at work, the need for more resilient supply chains and businesses, the importance of digitalization and adopting more agile ways of working are all things we have naturalized in our post-pandemic normality. They are also tremendously relevant to overcoming the challenges ahead.

The uncertainty requires shorter planning cycles and with all the inflation, rising energy costs and a tense job market in the area of technology, the economic environment has forced a high level of demand in order to respond to the intense need for scaled transformation within organizations. This creates a great opportunity to expand the market, create new professions, take digitalization beyond technological backgrounds and speed up transformation within organizations.

**Javier Olaizola**  
Managing Partner of IBM Consulting in Spain, Portugal, Greece and Israel



### DEVELOPING TALENT AND ENHANCING OUR QUALITY OF LIFE

The last two years have been unique. At Worldline, we have been able to continue offering our clients and society value all while preserving our employees' health. This experience has allowed us to look towards the future differently with hybrid work which may just bring out the best in personal relations as well as greater flexibility and work/life balance. The greatest challenge is developing talent wherever we may be, contributing greater value based on a better quality of life and greater efficiency and productivity. Spain is no doubt a country which, due to its sociopolitical situation, can benefit from this new global status quo. We must offer incentives in all areas for the training that will allow us to handle the present and future demands digitalization requires.

**Martín Javier Aranda**  
CEO of Worldline Iberia



### REDEFINING PROCESSES TO BETTER MANAGER UNCERTAINTY

The pandemic and the geopolitical situation are bringing about a new era in labor. On the one hand, we must manage an uncertain and changing environment over which we have very little control and, on the other hand, we must improve our responses and the quality of our services for our teams and clients.

The future is raising the challenge of stabilizing this transition process all while maintaining the best practices, collaboration and teamwork present in our model prior to COVID-19 yet adapting to the new needs with agility and efficacy.

**Walter Mattheus**  
CEO of Bilbomática



### THE FEELING OF BELONGING AS THE KEY TO THE POST-COVID ERA

As the pandemic comes to an end and considering today's geopolitical situation, technology has become one of the keys to managing risk, on the one hand, and developing economies, on the other.

Faced with a situation of uncertainty where the codes have evolved and our way of working has been transformed, those of us at Bluetab believe the most important thing is encouraging a feeling of belonging among employees. We have realized just how necessary balance is between remote and onsite working as well as how much the role of the office has changed as it has become the cultural center of our organization.

This formula fosters flexibility as well as diversity and, therefore, enriches our company.

**Tom Uhart**  
Co-Funder & CEO of Bluetab EMEA



### TELEWORK: THE CHALLENGE OF RETAINING TALENT

Moving towards telework has become an opportunity to speed up the digitalization processes at a number of organizations yet it has also modified the structure of the job market we once knew.

"The Great Resignation" has arrived from the US which is a process that may seriously affect the human capitalization of European companies which are not able to offer their professionals enough incentives to limit turnover among those with the most innovative skills, inspire a commitment based on shared responsibilities and encourage leadership to attract and retain the most creative talent. In short, one-third of all companies admit that retaining talent is their greatest challenge yet have no idea how to resolve this problem with motivated and committed professionals.

**Ana Rubio**  
President of Unisys Spain



### CHANGE IS THE ONLY THING THAT'S PERMANENT

The current situation, especially following all the confinements, has brought unpleasant surprises for many businesses that thought their competitive advantage would last indefinitely. Nowadays, everyone can compare prices, strategies and universal services with just a click. Everyone can also contact all sorts of suppliers in just a morning and contract with those that best adapt to their specific needs. And the talent market is volatile and demanding. The competitive advantages are finite and anyone with a fixed mentality as everyone else changes will disappear. Anyone who does not adapt will disappear. Anyone who uses inertia as a strategy will disappear. Making changes within a company is not the same and making them within a business model.

The solution lies in readdressing strategic objectives based on the "old economy" to the places where there is business. NOT WHERE THEY WERE. WHERE THEY ARE!

**Luis Feliu**  
General Manager of CEDEC, S.A.

# Special Thanks

The **AEC** would like to thank all of the companies that have helped prepare this report by providing data and their vision for their cooperation.

The following companies have collaborated on this report:

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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 industry'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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