



**Survey of the European Management Consultancy**

**2009/2010**

**feaco**





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This report was prepared for FEACO by:

**Dr. József Poór**  
Ágnes Milovecz  
Ágnes Király



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# Introduction by the FEACO CHAIRMAN

I am pleased to introduce the 2009/2010 edition of the Feaco Survey of the European Management Consultancy Market.

The financial crisis and economic recession continued in the developed world throughout 2009. This severe recession has had a major impact on large and small companies and organizations all over Europe. Demand in most industries has decreased as well as the value of assets. It has changed the economic and business model for both product and service industries. It has also had a detrimental influence on the revenue, expenditures and investments of public administrations at the European, national, regional and local levels.

The general perception is that economic recovery will be a long and difficult process. Within this economic perspective, Management Consultancy in Europe has also been influenced and had a negative growth of 5% in 2009. This decrease comes after several years of growth in most European countries. In addition to volume decrease it has had an influence on prices. Management Consultancy companies have been prompt to adjust to client needs, have redefined their services and have restructured their organizations to align them to the new market realities.

Transforming the business models of consultancy has been necessary in most service areas. In addition to the economic recession, client demands, the need of multidisciplinary knowhow, the pressure on costs and the advances in technology, amongst others, have altered the client service approach. Projects and demand for integrated services have become global. Consultancy companies have adapted their delivery. The mix of on site, near-

shore and offshore teams have changed in order to offer competitive, truly global and borderless services to clients.

Feaco as an organization has also had challenges and adapted to the new economic reality. Feaco offers members a unique platform for networking and exchange. It has a major role in representing management consultancy interest in Europe. During the last year, Feaco has restructured, tailored its services and worked closely with National Associations achieving practical results.

The world and certainly Europe faces major challenges. Many industries are going through profound changes and are being redefined. We are clearly in a new cycle where companies and organizations need to be innovative to survive and be successful in the new multi-polar interconnected global economy. A new vision and different business models are necessary. More than ever before, these challenges are bringing many new opportunities for consultancy. Consultancy companies have to be at the forefront of these innovations, continuously adapting and offering client organizations distinctive services to become more competitive. As a famous Nobel Prize winner said, "we can't solve problems by using the same kind of thinking we used when we created them".



A handwritten signature in black ink, which appears to read 'Gil Gidron'. The signature is stylized with loops and a long horizontal stroke at the end.

Gil Gidron  
Feaco Chairman

# Executive Summary

## Key Figures, 2007–2010

The results of the 2009-2010 FEACO survey, conducted in cooperation with the national European management consulting associations, show that last year's forecast about the size of the consulting market proved to be right, i.e. a slight decline in revenues was experienced. The 2009 data show that the size of the consulting market decreased by 5%. This setback is expected to be limited to the year 2009 with an estimated growth rate for 2010

standing at 1.6%. The distribution of revenues between the key service lines of management consulting is presented in Table 1. The already significant representation of Business Consulting among the consulting services has further strengthened. Outsourcing increased as well, while IT Consulting and Other Services stayed unchanged. These changes took place at the expense of Development & Integration, which decreased by 3%.

Table 1.  
Key Figures 2007-2010

	2007	2008	2009	2010 est.
Market size	€81 bn	€86.7 bn	€83.7 bn <sup>1</sup>	€85 bn
Growth rate	9.5%	8.2%	-5.0%	1.6%
Total staff (thousand)	583	557	576	n.a.
Breakdown of Key Services				
Business Consulting	42%	42%	43%	n.a.
IT Consulting	15%	14%	14%	n.a.
Dvt& Integration	20%	21%	18%	n.a.
Outsourcing	20%	17%	19%	n.a.
Other services	3%	6%	6%	n.a.

The aggregated data from the European consulting industry in 2007-2009 by country and by region is presented in Table 2. According to this, significant changes cannot be seen compared to the previous years. Germany remains the largest

consulting market in Europe, followed by the United Kingdom, Spain and France. Regarding the share of regions, Western Europe is in first place followed by the Nordic Region, and Central & Eastern Europe.

Table 2.  
Key Figures in Selected  
Countries and Regions

	2007		2008		2009	
	Total turnover in billion €	Business & IT Consulting in billion €	Total turnover in billion €	Business & IT Consulting in billion €	Total turnover in billion €	Business & IT Consulting in billion €
Germany	24.1	16.4	26.5	18.2	25.8	17.7
United Kingdom	19	11.1	20.2	10.3	18.8	9.5
Spain	8.5	1.7	9.5	1.8	9.6	1.8
France	7.8	4.9	8.3	5.3	7.7	6
Western Europe	11.6	6.9	12.2	8.8	12.5	7
Nordic Region	7.6	4.5	7.9	5.7	7.2	4.3
Central & Eastern Europe	2.15	1.3	2.4	1.7	2.1	1.6

Western Europe:

Central & Eastern Europe:

Nordic Region:

Austria, Belgium, Ireland, Italy, Netherlands, Portugal, Switzerland

Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Greece, Hungary, Poland, Romania, Slovenia

Denmark, Finland, Norway, Sweden

# 1 Scope of the Market and Methodology

The objective of FEACO is to present objectively and as accurately as possible a picture of the activity in Europe in the Management Consulting sector, aiming for the maximum level of reliability in the aggregation of the figures which represent the different services which companies in the Management Consulting market offer.

The results are reflected by the aggregated data presented in this report which are a result of the effort of all the companies, large and small, which participated in it and continue to contribute to build a prosperous, competitive and exciting European Management Consultancy Market. FEACO member companies provide a broad spectrum of management consulting services. Depending on the market, these may be at different levels of maturity. The array of services management consultancies offer is very dynamic; it is continuously evolving and changing. Defining the framework of activity of our sector is therefore not an easy task, mainly because it concerns a basket of services which in certain cases are very different.

From that perspective and with the objective of improving our report, FEACO proposed in 2005 a new definition of the scope of services offered by management consultancies in Europe and a new way of segmenting these services.

This exercise resulted in the following division of the main services:

- Consulting, which we divide into Business Consulting and IT Consulting,
- Development and Systems Integration (excluding software development),
- Outsourcing of value added services,
- Other services.

These segments are described in detail in the subsection "Analysis by Service Line".

This new framework implied a change in methodology for the collection and aggregation of the quantitative and qualitative data, which are provided by the companies.

The methodology consists basically of the collection by our member associations of the data on the sector via the aggregation of the figures from the individual consulting companies. In 2007, FEACO decided to distinguish between associations with an in depth knowledge of their

domestic market – for instance, because they publish their own, often very detailed annual market report and associations from countries whose markets are less known.

As a result, quantitative data were collected on two levels:

## **Key countries were asked to provide:**

- Volume of turnover for the year 2009
- Data on staffing
- Business volume per service area
- Business volume per major client sector
- Daily fee rates for 2009
- General forecasts for 2010

## **Other countries were asked to provide:**

- Volume of turnover for the year 2009
- Data on staffing
- General forecasts for 2010

In parallel, qualitative data were solicited in a separate questionnaire on companies' views on the development and the future of the sector in selected areas of activity, the results of which are summarised in the chapter on trends in the sector. It should be noted that the management consulting sector is a dynamic sector. Every year new consulting companies appear, others merge (which give rise to spin-offs) or reorganize themselves. Because the data are provided on a voluntary basis, the sample of companies surveyed in each European country varies from year to year. The latest edition of the survey allows us to redefine retroactively some of the data obtained in previous years.

This year 15 countries contributed with their effort to the final FEACO market survey 2009/2010. Nine full members (Finland, France, Greece, Hungary, Portugal, Romania, Slovenia, Spain and Switzerland) responded to the questionnaire as well as the Associate Members (Bosnia and Herzegovina, Croatia). Denmark, Ireland, Germany and the United Kingdom participated in the survey also. The FEACO Report 2009/2010 is considered to be representative, because the countries delivering data cover over 80% of the total European Management Consulting Market. Data were evaluated on a statistical basis, using data and variance analysis to prove the reliability of the results. The estimated data were calculated on the basis of the median results of the various indicators.

## 2 Europe – Market Size, Forecast & Analysis

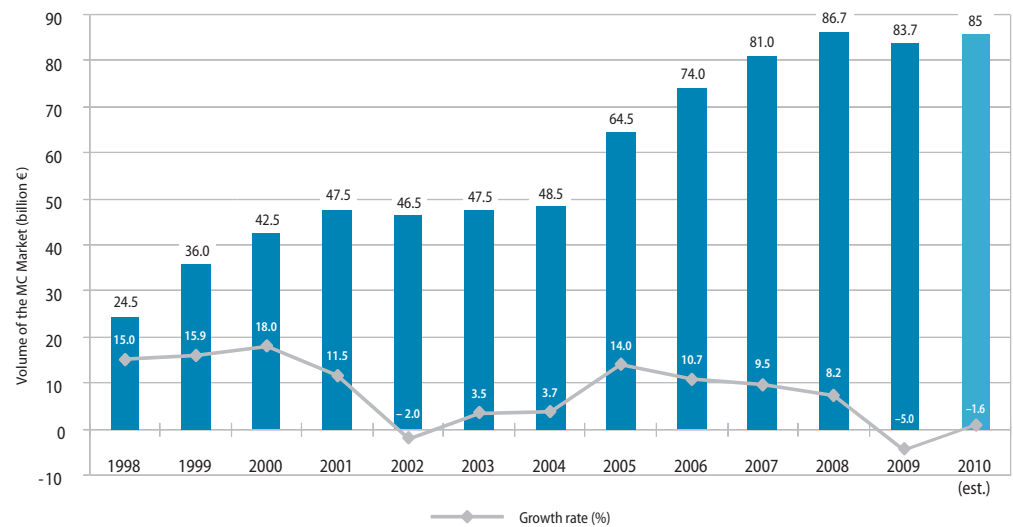
### 2.1 History and Projections

#### 2.1.1 Size of the European MC Market, 1998-2010

After several years of incremental growth, the industry experienced a slight decline in 2009. The rate of the decrease is not as extreme as in the case of several other industries. It is also

significant that the forecast for the growth rate of the European MC Market in 2010 is once again positive standing at 1.6%.

Figure 1.  
Size of the European MC Market,  
1998-2010

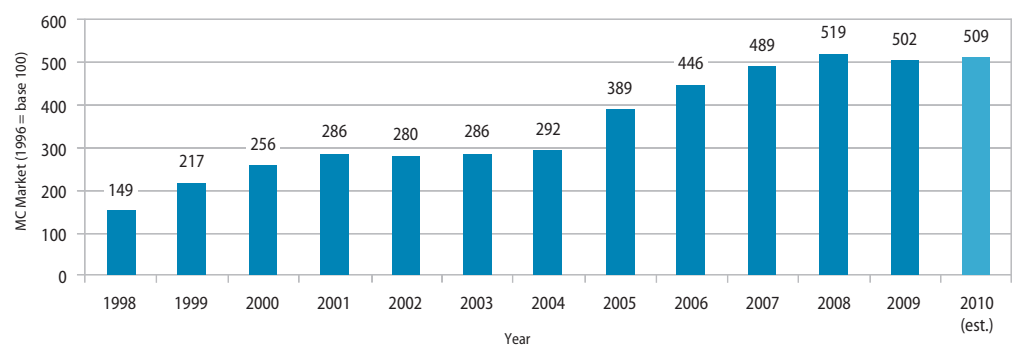


#### 2.1.2 Evolution of the MC Market Turnover in %, 1998-2010

In Figure 2. a similar trend can be discerned about the evolution of the MC Market Turnover in percentage. Until 2004, the MC Market Turnover could be described as showing a slow but stable growth. In 2005 revenue significantly increased starting a robust growth trend. This lasted until 2008, when the increase reached

519% compared to the data of the 1996 base year. In spite of the moderate setback in 2009, the member countries are forecasting an increasing turnover rate for 2010. The more significant growth in MC turnovers might be the result of the redefinition of the different sectors of MC introduced by Feaco in 2005.

Figure 2.  
Evolution of the MC Market  
Turnover in %, 1998-2010





### 2.1.3 MC Market as % of GDP, 1998-2010

Figure 3. shows the changes in the MC Market as a percentage of European GDP (Source: Eurostat, 2010). The 0.03 percent increase from 2008 to 2009 is slightly higher than it was in the previous years. According to estimates for 2010, this increase will continue.

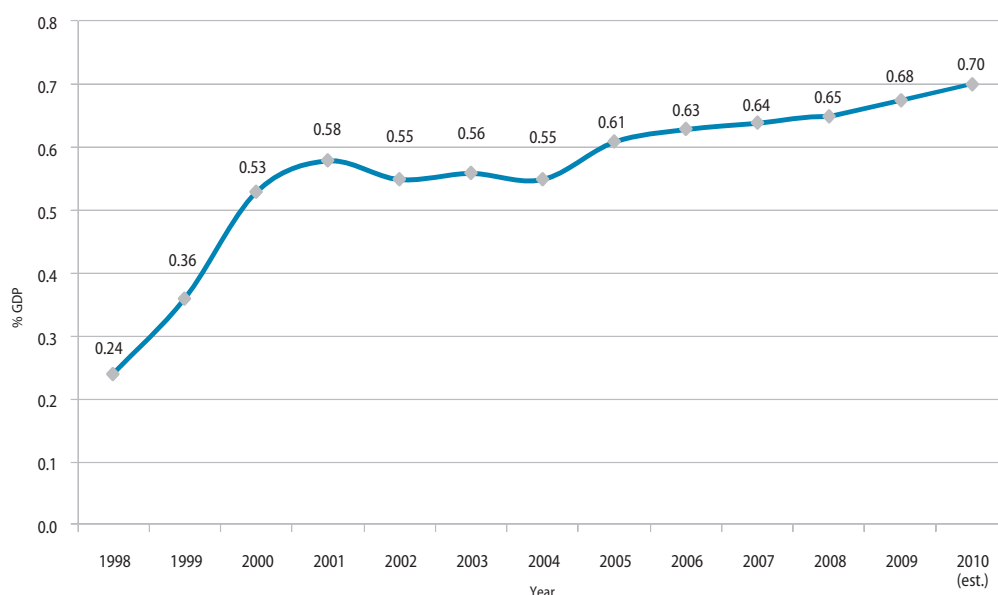


Figure 3.  
MC Market as % of GDP,  
1998-2010

### 2.1.4 Average Growth Rate by Size of Consultancy Company, 2004-2009

The slight decline which was pointed out concerning the growth rate of the industry affected primarily the large and medium sized MC-firms, both of which declined by 6 percent. The small MC firms that registered a more moderate increase in turnover during the previous years (except 2007) experienced a decrease of only -2%.

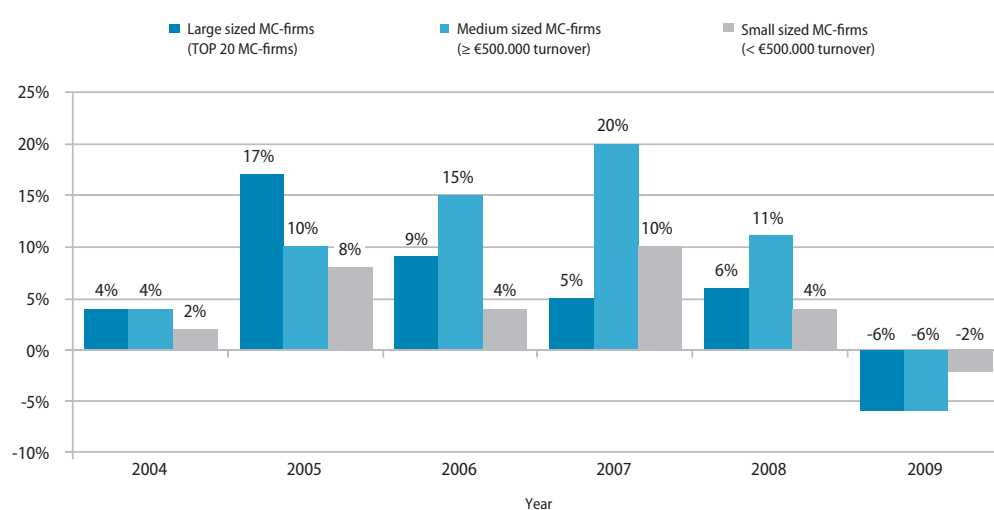


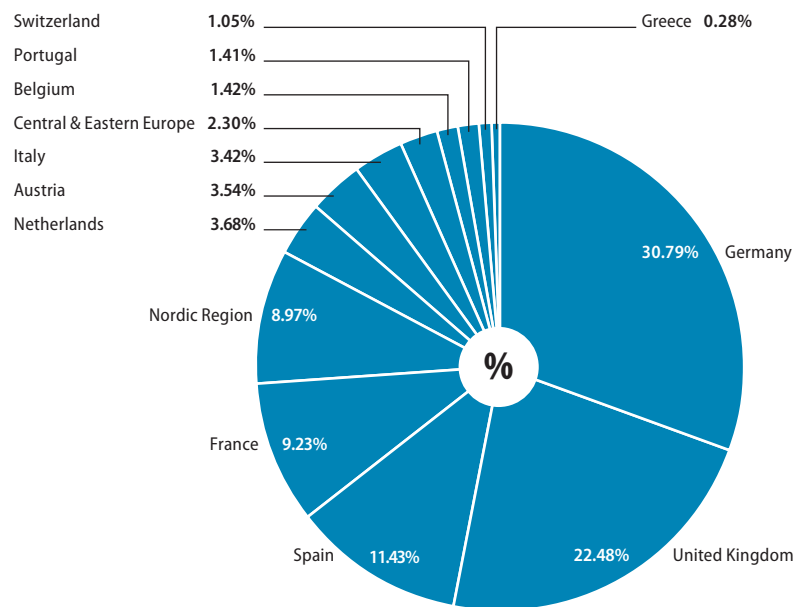
Figure 4.  
Average Growth Rate by Size of  
Consultancy Company, 2004-2009

### 2.1.5 Size of European MC Market (Total Turnover) by Country & Region, 2009

In 2009, data were received from the same countries and regions as in 2008 so they are comparable. Every country's and region's position stayed stable, although with slightly different ratios. Based on the total turnover of the markets, Germany proved to be the largest European MC Market with 30.79 percent of the total, followed by the United Kingdom, with 22.48 percent. Spain

and France are ranked in third and fourth places with their respective 11.43 and 9.23 percents. It is worth listing those countries which – in spite of the general recession – did increase the size of their consulting markets compared to last year: Germany (by 0.19%), Spain (by 0.43%), the Nordic Region (by 0.27%), Portugal (by 0.11%) and Switzerland (by 0.05%).

Figure 5.  
Size of the European MC Market  
(Total Turnover)  
by Country & Region, 2009

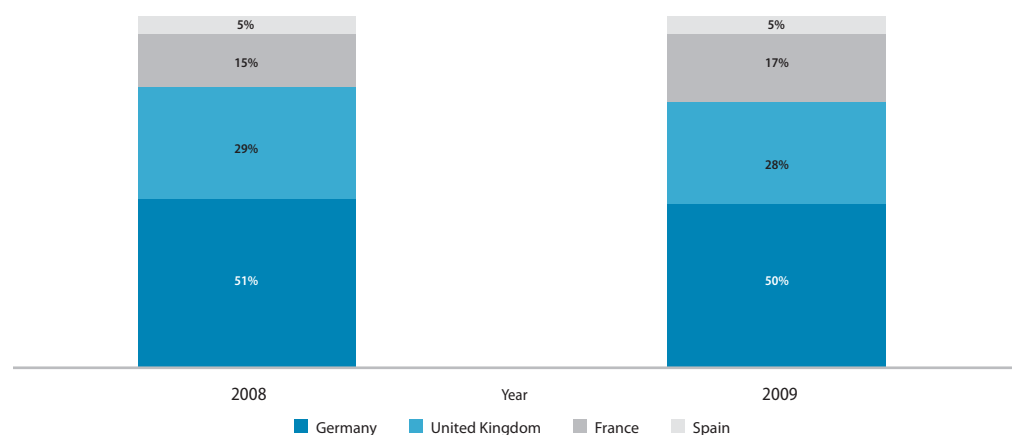


### 2.1.6 Breakdown of the European Consulting Market (Business & IT Consulting) by Main Countries, 2008-2009

As the four main countries cover almost 75% of the total European MC market, we present the distribution of the European Consulting Market (Business & IT Consulting) for those countries.

According to Figure 6. no significant changes from 2008 can be seen: Germany and the United Kingdom lost one percent, France gained two percent and Spain remained unchanged.

Figure 6.  
Breakdown of the European  
Consulting Market  
(Business & IT Consulting)  
by Main Countries, 2008-2009



## 2.2 Analysis by Service Line

According to the new segmentation introduced by Feaco in 2005, the MC market is divided into four segments: Consulting, Development and Integration, Outsourcing and Other Services. The Consulting segment is subsequently divided into two sub-segments: Business Consulting (BC) and Information Technology Consulting (ITC).

**1. Consulting:** these services help private and public organisations to analyse and redefine their strategies, to improve the efficiency of their business operations and to optimize their technical and human resources.

**1a. Business Consulting (BC),** which includes: Strategy Consulting (SC), which targets the improvement of the long-term strategic health of a company: strategic planning development; mergers & acquisitions; sales; marketing; corporate communication; financial advisory; HR strategy;

- Organisation/Operations Management (OM), which aims at the integration of business solutions through Business Process Re-engineering (BPR); customer/supplier relations management (CRM); turnaround/cost reduction and purchasing & supply management as well as advise on outsourcing;
- Project Management (PM): the application of knowledge, skills, tools and techniques to a broad range of activities in order to meet the requirements of a particular project;
- Change Management (CM): this consists of services which, on top of any other type of consulting service, help an organisation deal with the effects that change has on the human element of the organisation;
- Human Resources Consulting (HR): consulting services which target the improvement of the 'people' element of an organisation through performance measurement and management, reorganisation of benefits, compensations and retirement schemes, HR strategy and marketing, the development of talent strategies and executive coaching.

**1b. Information Technology Consulting (ITC)** helps organisations to evaluate their IT strategies with the objective of aligning technology with the business process. These services include strategic planning and conceptions, operations and implementations.

**2. Development and Integration** concerns:

- the development of applications (excluding software);
- the creation of new functionalities through, often tailored, process developments.
- Usually these developments integrate or unite internal or external business processes and can involve a conversion of applications so that they can be used for different platforms or conceptions,
- the design of services which integrate applications which were created in different existing IT applications or infrastructures (systems integration -development);
- the deployment and integration of applications;
- the implementation of new applications or infrastructures, which may concern the installation of hardware and/or software, their configuration or adaptation and the testing of their interoperability; and of services which integrate applications which were created in different existing IT applications or infrastructures and the management thereof (Systems integration).

**3. Outsourcing,** which consists of three types of activities:

- IT management services; among these are services for the operation of infrastructures (operation of systems, administration and security, follow up of cost-effectiveness, configuration management, management of technology, etc.) applications management, and help desk management.
- Applied Management Services (AMS); this concerns the outsourcing of the development and implementation of support services for hardware, applications, CRM and infrastructures (tools for the development of applications and middleware, as well as software for information management, storage or systems and networks).
- Business Process Outsourcing (BPO); this service supposes the externalisation of a complete business process.

**4. Other Services,** which consist of a variety of services provided by many MC companies often complementary to Consulting, Development and Integration and Outsourcing services, such as: Training, Engineering consulting, Studies, Outplacement, Executive selection and recruitment and Audit and Accounting.

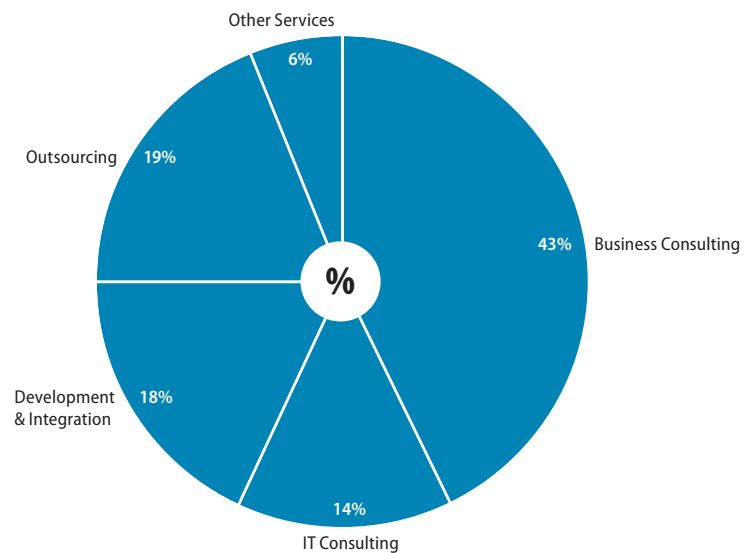


### 2.2.1 Composition of MC Market by Service Line, 2009

Business Consulting is the most robust service line, compared to 2008, gaining 1% in 2009, to make up 43% of the MC Market. Outsourcing with

19% of the MC market overtook Development & Integration which stands at 18%. IT Consulting and Other Services maintained their shares of 14% and 6%.

Figure 7.  
Breakdown of Turnover  
by Service Line, 2009

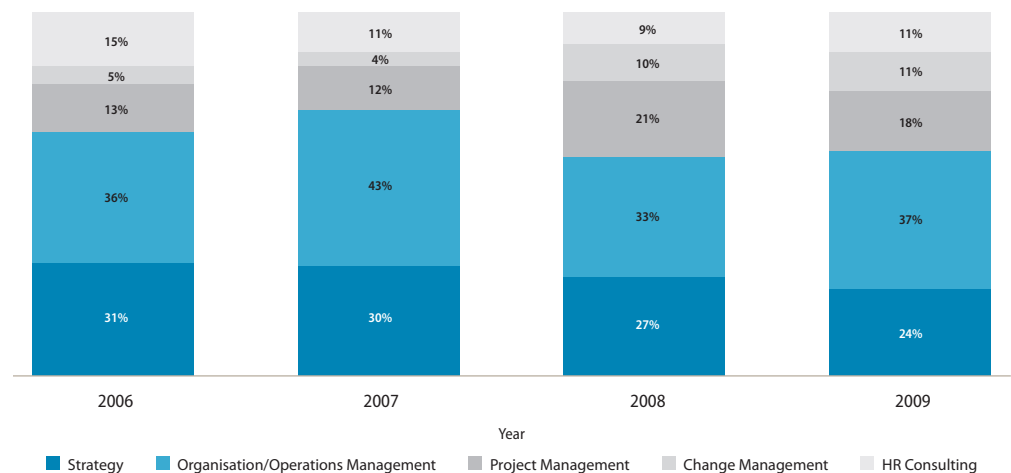


### 2.2.2 Breakdown of Business Consulting Turnover, 2006-2009

While there was an unexpected decline in Organization/Operations Management turnover from 2007 to 2008, this line of Business Consulting has begun to rise again. In 2009 the share of Strategy and Project Management both fell by 3%

and it was Organization/Operations Management, HR Consulting and Change Management which increased their shares within Business Consulting by 4%, 2% and 1% respectively.

Figure 8.  
Breakdown of Business Consulting  
Turnover, 2006-2009



### 2.2.3 Breakdown of Consulting Turnover, 2009

Figure 9. shows that the breakdown of consulting turnover remained unchanged in 2009 compared to 2008. Business Consulting covers 75% of consulting turnover and IT Consulting retained its 25%.

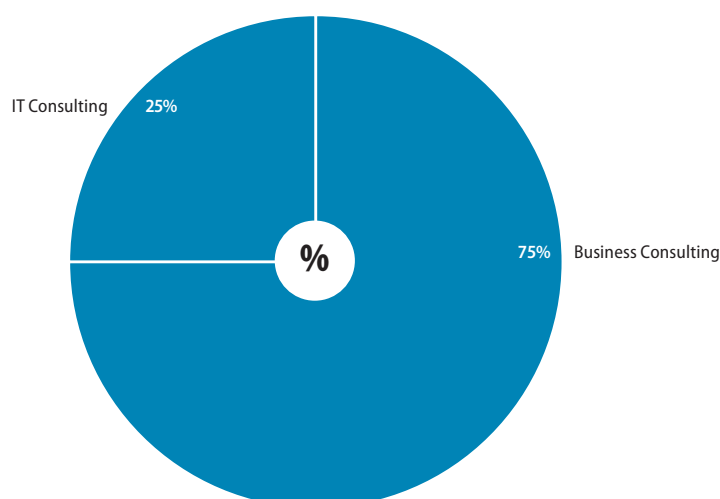


Figure 9.  
Breakdown of Consulting Turnover,  
2009

### 2.2.4 Breakdown of Turnover from Other Services, 2009

A quite interesting trend can be observed in the breakdown of turnover of the services within the category of Other Services. In 2007, Executive Selection/Recruitment/Outplacement stood at 68% of the total turnover of Other Services, in 2008 it was reduced to 59% and in 2009 it did not exceed 50% of the total (49%). The trend for Audit

is quite different. In 2008 the percentage of Audit activities was 14%, while in 2009 Audit increased to 19%, but Training shows a similar tendency to Executive Selection/Recruitment/Outplacement as it decreased to 7%. Market Surveys increased by 2% and Engineering decreased by 7% compared to 2008.

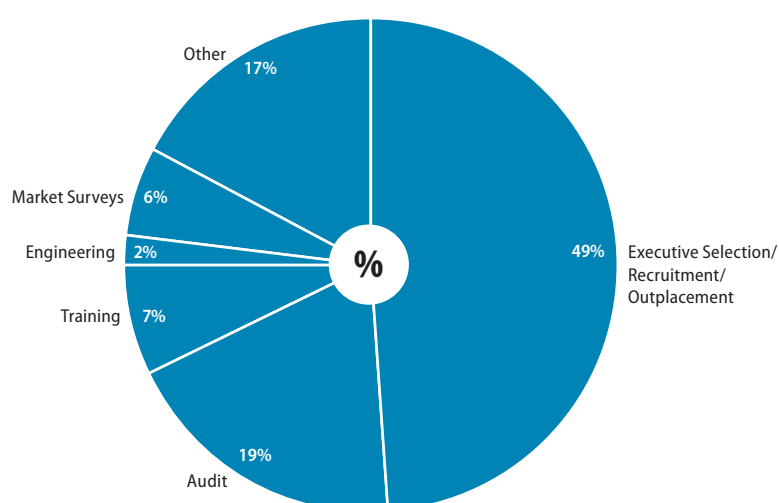


Figure 10.  
Breakdown of Turnover from Other  
Services, 2009

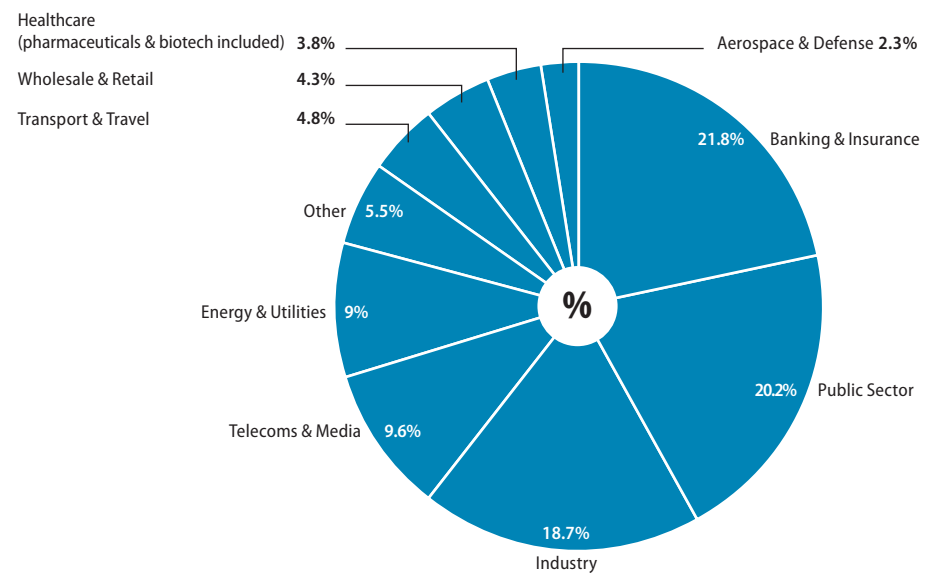
## 2.3 Analysis by Client Sector

### 2.3.1 Composition of MC Market by Client Sector, 2009

While in 2008 the first three Client Sectors based on their demand for Management Consulting were clearly differentiated, in 2009 the demand from the top three sectors was almost equally

distributed: Banking & Insurance had 21.8%, the Public Sector 20.2% and the demand coming from Industry accounted for 18.7%. All of the other sectors remained below 10%.

Figure 11.  
Composition of the MC Market  
by Client Sector, 2009





## 3 Selected European MC Markets

### 3 Selected European MC Markets

### 3.1 Analysis by Country

#### 3.1.1 Growth Rates – Breakdown by Country Region, 2009

Regarding the size of European MC Market, the average growth rate was -5% in 2009. Figure 12. presents the change in the size of MC Markets in 14 European countries. The two extremes are Bosnia and Herzegovina with a -32.6% decline and Croatia with its 4.5% growth. From the 14 European countries, 10 experienced negative growth while only 4 countries reported a slight increase. These 4 countries are:

Croatia (4.5%), Slovenia (1.5%), Portugal (1.4%) and Finland (0.5%). Countries which experienced slight decline are Ireland (-2%), Germany (-2.7%), Denmark (-3.6%) and Switzerland (-4%); countries with a moderate decline are the United Kingdom (-6%), France (-7%) and Greece (-9.2%) and countries with a significant decline are Romania (-16%), Hungary (-22.2%) and Bosnia & Herzegovina (-32.6%).

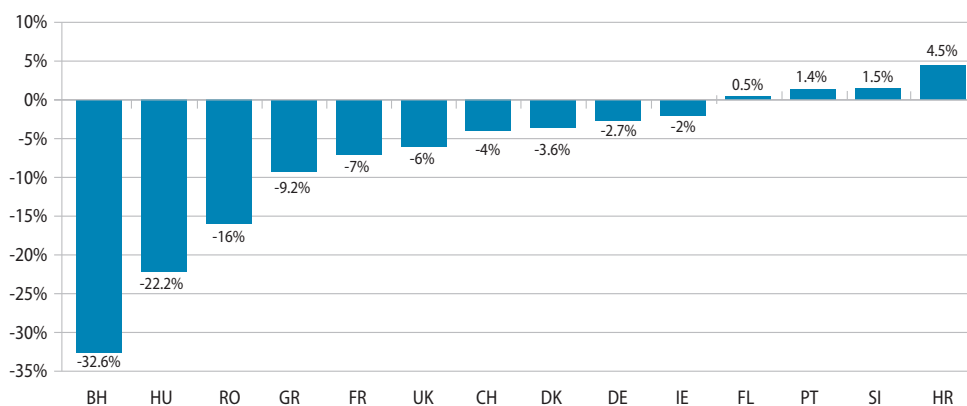


Figure 12.  
Growth Rates – Breakdown  
by Country, 2009

Regarding the forecasts made in 2008, several countries estimated their 2009 results quite accurately. Some were overly optimistic and two were overly pessimistic. The countries that provided quite accurate estimations for 2009, were France, Slovenia, Switzerland and the United Kingdom; countries that underestimated the recession were Germany, Greece, Portugal and Hungary while Finland and

Romania had better results than anticipated. For 2010, each country made their forecasts, which can be seen in Figure 13. According to this table, it appears that only five countries expect the downward trend to continue but three out of them more moderately than in 2009. Hungary expects the most severe decline, -20%. Six countries forecast growth for 2010 with Romania predicting a 20% positive growth.

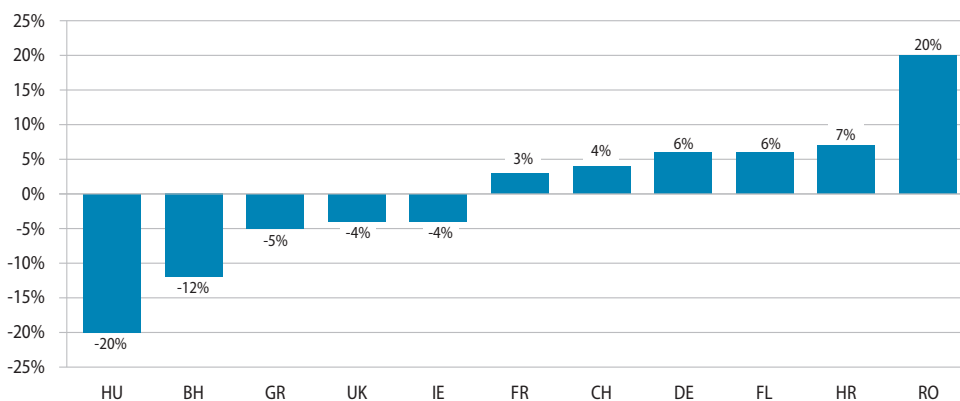


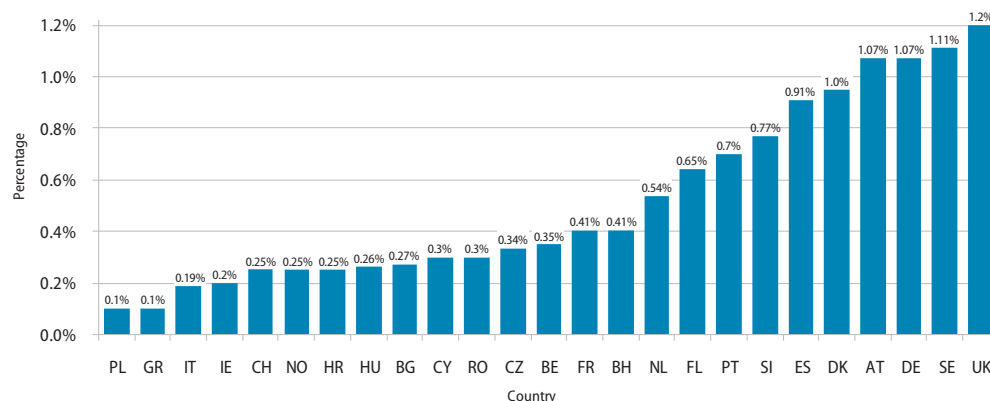
Figure 13.  
Growth Rates Estimations –  
Breakdown by Country, 2010

### 3.1.2 Management Consulting as a Percentage of GDP, 2009

In Figure 14., the contribution of the MC sector relative to the listed countries' GDP can be seen. In 2009 five countries presented a percentage of MC to GDP equal to or exceeding 1% - the

United Kingdom, Sweden, Germany, Austria and Denmark; 17 countries had a ratio of MC to GDP between 0.2% and 1% and three countries below 0.2%.

Figure 14.  
Management Consulting as a  
Percentage of GDP, 2009



### 3.1.3 MC Turnover and GDP in Selected European Markets, 2009

Table 3. assesses the main economic characteristics of the selected European MC markets, listing the GDP data and growth and some ratios

of MC market firms relative to the GDP. There is no significant relation found between GDP growth and MC growth; it varies widely from country to country.

Table 3.  
MC Turnover and GDP in  
Selected European Markets, 2009

Country	GDP (million €)	Share of total economy of countries considered	GDP growth 2009	MC growth 2009	Total turnover of MC firms 2009	Total turnover of MC firms as % of GDP
Germany	2 409 100	19.5%	-4.9%	-2.7%	25780	1.07%
France	1 907 145	15.5%	-2.6%	-7.0%	7728	0.41%
United Kingdom	1 566 741	12.7%	-4.9%	-6.0%	18821	1.20%
Italy	1 520 870	12.3%	-5.0%	<i>n.a.</i>	2866	0.19%
Spain	1 051 151	8.5%	-3.6%	<i>n.a.</i>	9572	0.91%
Netherlands	570 208	4.6%	-4.0%	<i>n.a.</i>	3080	0.54%
Poland	310 075	2.5%	1.7%	<i>n.a.</i>	310	0.10%
Belgium	337 284	2.7%	-3.0%	<i>n.a.</i>	1190	0.35%
Switzerland	354 681	2.9%	-1.6%	-4.0%	875	0.25%
Sweden	292 680	2.4%	-5.1%	<i>n.a.</i>	3250	1.11%
Norway	275 060	2.2%	-1.6%	<i>n.a.</i>	690	0.25%
Austria	277 074	2.2%	-3.5%	<i>n.a.</i>	2960	1.07%
Greece	237 494	1.9%	-2.0%	-9.2%	234.2	0.10%
Denmark	222 893	1.8%	-4.9%	-3.6%	2107	0.95%
Finland	170 971	1.4%	-7.8%	0.5%	1103.2	0.65%
Portugal	167 633	1.4%	-2.6%	1.4%	1179	0.70%
Ireland	163 543	1.3%	-7.1%	-2.0%	363.1	0.22%
Czech Republic	137 245	1.1%	-4.1%	<i>n.a.</i>	460	0.34%
Romania	115 869	0.9%	-7.1%	-16.0%	350	0.30%
Hungary	93 086	0.8%	-6.3%	-22.2%	245	0.26%
Croatia	45 377	0.4%	-5.8%	4.5%	114.5	0.25%
Slovenia	34 894	0.3%	-7.8%	1.5%	268.5	0.77%
Bulgaria	33 877	0.3%	-5.0%	<i>n.a.</i>	90	0.27%
Cyprus	16 947	0.1%	-1.7%	<i>n.a.</i>	50	0.30%
Bosnia & Herzegovina	11 000	0.1%	-3.4%	-32.6%	45	0.41%
<b>Total of selected countries</b>	<b>12 322 896</b>	<b>100%</b>			<b>83 732</b>	

\* Figures edited in italic represent estimated data. Source of estimations: applying the trend gained from previous years' Feaco Reports' data.

### 3.1.4 Breakdown between Management Consultants and Support Staff, 2009

The average distribution of Consultants to Support Staff within Total Staff is 82% to 18%. The extremes are Hungary at one end of the spectrum with a con-

sultant / support staff ratio of 91% to 9% and Finland at the other end of the spectrum with a 54% / 46% consultant / support staff ratio.

	Germany	UK	France	Portugal	Romania	Denmark	Finland
Consultants	72%	87%	90%	60%	83%	87%	54%
Support Staff	28%	13%	10%	40%	17%	13%	46%
Total staff	178 000	64 717	48 901	17 142	12 000	10 733	10 710

	Hungary	Switzerland	Slovenia	Ireland	Greece	BIH	Croatia
Consultants	91%	83%	87%	89%	88%	83%	89%
Support Staff	9%	17%	13%	11%	12%	17%	11%
Total staff	4 700	3 960	3 090	2 505	1 880	1 200	885

Table 4.  
Breakdown between Management  
Consultants and Support Staff, 2009

### 3.1.5 Key Figures of Selected European MC Markets

The country rankings have remained almost the same since 2005, when Germany achieved the first position overtaking the United Kingdom.

In 2009, the median turnover per employee for the listed countries equals €128 850 in comparison to 2008, when it stood at €119 291. The mean was €123 255 compared to a mean of €124 549 in 2008.

The lowest turnover level per employee was realized in Romania at €29 167, down from €46 000 in 2008 and the highest level was generated in the United Kingdom at €290 820 due to the significant decrease in the number of consultants in 2009.

The countries are grouped in turnover per employee categories as follows:

Five countries (Czech Republic, Romania, Poland, Hungary, Bosnia and Herzegovina) which together account for 1.68% of the European MC market in 2009 had a turnover per employee less than €60 000. Previously in 2008 there were only 4 countries in this category, but Hungary's fees per employee were reduced from 2008.

In 2009 a turnover per employee between €60 000 and €150 000 was realized in 12 countries, representing 49.95% of the European MC market: Germany, Spain, Austria, Belgium, Portugal, Finland, Ireland, Slovenia, Greece, Croatia, Bulgaria, and Cyprus (data for Austria, Belgium and Bulgaria are estimated). In 2008 eleven countries belonged to this group including Denmark and Hungary but excluding Austria and Belgium, and in 2009 a new country, Ireland provided data for this part of survey as well, so this year the data from 25 countries were processed instead of the 24 in 2008.

In 2009, the turnover per employee rate exceeded €150 000 in 8 countries (covering 48.18% of the European MC market in 2009) – United Kingdom, France, Sweden, Netherlands, Italy, Denmark, Switzerland, Norway. (The United Kingdom, Denmark, and Switzerland participated in the Feaco Survey 2009/2010, the others in the respective list are estimated data). In 2008, nine countries belonged to this category, including Austria and Belgium but excluding Denmark.



Table 5.  
Key Figures of Selected European MC Markets

Country	Total turnover of MC firms 2009 (million €)	Share of MC market in Europe 2009	Total turnover of MC firms 2008 (million €)	Share of MC market in Europe 2008	Total staff	Turnover per employee (€)
Germany	25 780	30.79%	26 500	30.55%	178 000	144 831
United Kingdom	18 821	22.48%	20 023	23.09%	64 717	290 820
Spain	9 572	11.43%	9 504	10.96%	113 000	84 708
France	7 728	9.23%	8 309	9.58%	48 901	158 034
Sweden	3250	3.88%	3 382	3.90%	16 600	195 783
Netherlands	3080	3.68%	3 205	3.70%	20 300	151 724
Austria	2960	3.54%	3 084	3.56%	19 800	149 495
Italy	2866	3.42%	2 967	3.42%	18 400	155 761
Denmark	2107	2.52%	2 322	2.68%	10 733	196 310
Belgium	1190	1.42%	1 245	1.44%	8 000	148 750
Portugal	1 179	1.41%	1 163	1.34%	17 142	68 778
Finland	1 103.2	1.32%	1 098	1.27%	10 710	103 007
Switzerland	875	1.05%	854	0.98%	3 960	220 960
Norway	690	0.82%	722	0.83%	3 800	181 579
Czech Republic	460	0.55%	475	0.55%	8 500	54 118
Ireland	363.1	0.43%	310	n.a.	2 818	128 850
Romania	350	0.42%	460	0.53%	12 000	29 167
Poland	310	0.37%	324	0.37%	5 500	56 364
Slovenia	268.5	0.32%	265	0.30%	3 090	86 893
Greece	234	0.28%	255	0.29%	1 880	124 574
Hungary	245	0.29%	315	0.36%	4 700	52 128
Croatia	114.5	0.14%	60	0.07%	885	129 379
Bulgaria	90	0.11%	97	0.11%	1 400	64 286
Cyprus	50	0.06%	52	0.06%	740	67 568
Bosnia & Herzegovina	45	0.05%	50	0.06%	1 200	37 500
<b>Total of selected countries</b>	<b>83 732</b>	<b>100%</b>	<b>86 730</b>	<b>100%</b>	<b>576 776</b>	<b>123 255</b>

\* Figures edited in italic represent estimated data. Source of estimations: applying the trend gained from previous years' Feaco Reports' data.

## 3.2 Analysis by Daily Rates

### 3.2.1 Average Daily Fee Rates of Selected European MC Markets, 2009

Daily fee rates are the data which are the most difficult to obtain every year. In 2008 only four coun-

tries (Greece, Finland, France and Germany) could provide this data. In 2009 this number increased to six; Croatia, Hungary, Greece, Switzerland, France and Germany. The first three are Central and Eastern European (CEE) countries while the last three are part of Western Europe (WE). The mean of the three CEE countries is €416, while the mean of the three WE countries is €1 408. From this small sample it is clear that the daily fees in Western Europe are significantly higher than in Central and Eastern Europe.

Daily rates of Management Consulting	
Croatia	€400
Hungary	€400
Greece	€450
Switzerland	€1 200
France	€1 426
Germany	€1 600

### 3.2.2 Export of MC Services by Selected Countries, 2009

In the 13 countries for which we have data, the average percentage of exports is 13.6% of total turnover. Finland is the largest exporter of MC services with 22.5% of its turnover sold abroad and the UK is the smallest exporter with MC services sold outside the UK standing at only 7%. If we look at

export activity by destination as shown in Figure 15. we see that Croatia, Hungary, the United Kingdom, France, Switzerland and Portugal export less than 5% to countries outside Europe while Denmark exports 11.6% of its MC services to countries outside Europe and only 1.7% inside Europe. Fin-

Table 6.  
Average Daily Fee Rates of Selected European MC Markets, 2009

land exports 17.3% inside Europe and 5.2% outside Europe. Denmark exports 1.7% inside Europe, 11.6% outside Europe, while Ireland exports only 2% inside Europe and 7% outside. Seven of the

13 countries export more into European countries, 5 countries export more to countries outside Europe and Spain is the only one which exports the same amount to both destinations.

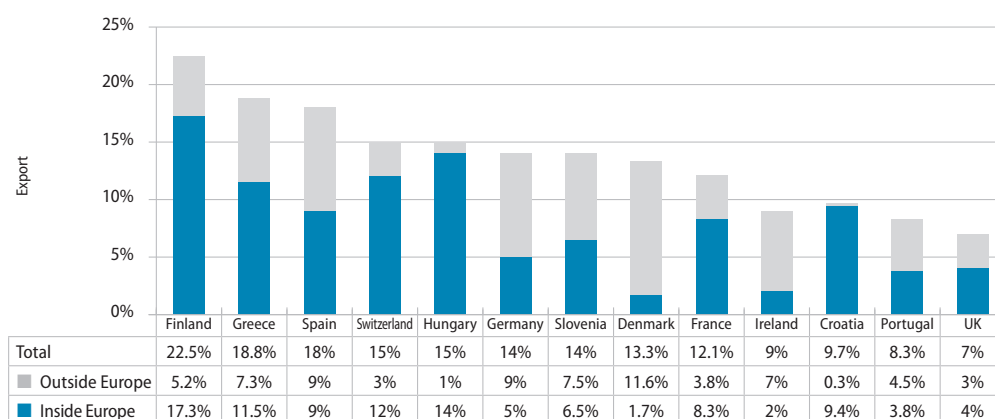


Figure 15.  
Export of MC Services by Selected  
Countries, 2009

### 3.3 Analysis by Service Line

#### 3.3.1 MC Market Composition by Service Line (% of Turnover), 2009

There is a significant dominance of Business Consulting within Management Consulting. In all countries examined, the share of BC within MC is more than 50%. IT Consulting is quite strong in Hungary (32%), France (20%), Ireland (18.4%), Germany (16%), then follow UK and Slovenia (13%). Development and Integration plays a key role in Spain (42%), Switzerland (30%) and Ger-

many (20.5%), but it is also above 10 percent in Denmark (16.5%), Ireland (12.8%) and in Finland (11.7%). Two countries, Hungary and Switzerland reported no Outsourcing at all. Other Services account for more than 10 percent in Greece (17%), Finland (15.1%), Ireland (13.7%) and Slovenia (11%).

	Germany	United Kingdom	Spain	France	Denmark	Portugal	Finland	Switzerland	Ireland	Slovenia	Hungary	Greece
Total turnover (million €)	25 780	18 821	9572	7728	2107	1179	1103.2	875	363.1	268.5	245	234.2
Major service lines (%)												
Business Consulting (BC)	52.9%	37.9%	6%	58%	58.0%	37.3%	60.6%	70%	51.8%	68.5%	54%	73.5%
IT Consulting	16%	13%	13.0%	20%	7.4%	0%	8%		18.4%	13%	32%	3.1%
Development & Integration	20.5%	8.0%	42%	10%	16.5%	0%	11.7%	30%	12.8%	6%	8%	4.1%
Outsourcing	6.6%	34.3%	39%	10%	2.5%	0%	4.2%	0%	3.7%	1.5%	0%	2.3%
Other services	4.4%	7.0%	0%	2%	15.6%	62.7%	15.1%	0%	13.3%	11%	6%	17.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
BC Details												
Strategy	16.2%	8.2%	4%	8%	16.8%	7.6%	27.2%	n.a.	15.1%	24.0%	12.0%	15.6%
Organisation/ Operations Management	16.1%	36.1%	2%	22%	22.1%	25.2%	14.3%	n.a.	11.1%	27.5%	25.0%	17.4%
Project Management	7.0%	18.9%	0%	16%	11.2%	2.3%	4.3%	n.a.	14.5%	4.0%	8.0%	36.5%
Change Management	6.4%	4.9%	0%	8%	4.6%	0.0%	11.2%	n.a.	3.8%	6.5%	4.0%	2.1%
HR Consulting	7.2%	6.6%	0%	4%	3.3%	2.2%	3.6%	n.a.	7.3%	6.5%	5.0%	1.9%
Total	52.9%	74.7%	6%	58%	58.0%	37.3%	60.6%	n.a.	51.8%	68.5%	54.0%	73.5%

Discrepancies in total BC of UK are based on differentiated calculation method.

Table 7.  
MC Market Composition by  
Service Line (% of Turnover), 2009

Table 8.  
MC Market Composition by  
Service Line (million €), 2009

### 3.3.2 MC Market Composition by Service Line (million €), 2009

	Germany	United Kingdom	Spain	France	Denmark	Portugal	Finland	Switzerland	Ireland	Slovenia	Hungary	Greece
Total turnover (million €)	25 780	18 821	9 572	7 728	2 107	1 179	1 103.2	875	363.1	268.5	245	234.2
<b>Major service lines (%)</b>												
Business Consulting (BC)	13 638	7 132	574	4 482	1 222	440	669	613	188	184	132	172
IT Consulting	4 022	2 415	1 244	1 546	156	0	93		67	35	78	7
Development & Integration	5 285	1 505	4 020	773	348	0	129	263	46	16	20	10
Outsourcing	1 701	6 454	3 733	773	53	0	46	0	13	4	0	5
Other services	1 134	1 315	0	155	329	739	167	0	48	30	15	40
Total	25 780	18 821	9 572	7 728	2 107	1 179	1 103.2	875	363.1	268.5	245	234.2
<b>BC Details</b>												
Strategy	4 176	783	383	618	354	90	300	n.a.	55	64	29	37
Organisation/ Operations Management	4 151	3 446	191	1 700	466	297	158	n.a.	40	74	61	41
Project Management	1 805	1 804	0	1 236	236	27	47	n.a.	53	11	20	85
Change Management	1 650	468	0	618	97	0	124	n.a.	14	17	10	5
HR Consulting	1 856	630	0	309	70	26	40	n.a.	26	17	12	4
Total	13 638	7 132	574	4 482	1 222	440	669	613	188	184	132	172

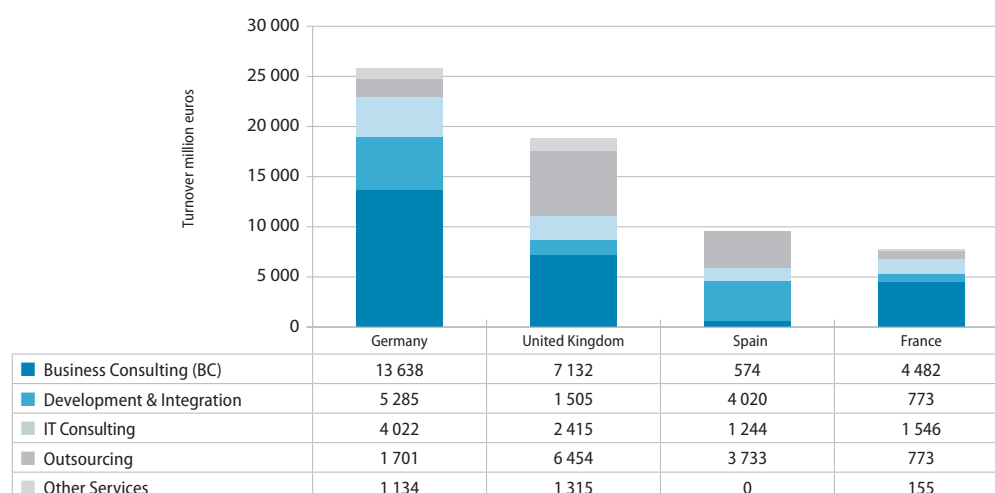
Discrepancies in total BC of UK are based on differentiated calculation method.

### 3.3.3 Breakdown of MC in Selected Key Countries (million €), 2009

The breakdown of MC turnover in the four key countries is presented in Figure 16. In the field of Business Consulting Germany dominates the market followed by the UK and France. Regarding Development and Integration Germany also prevailed but is followed by Spain. The turnover

of IT Consulting is the highest in Germany with the UK second highest. Outsourcing proved to be an important service line in the UK and in Spain. The turnover of Other Services decreased in 2009 compared to 2008 in all key countries except the UK.

Figure 16.  
Breakdown of MC in Selected Key  
Countries (million €), 2009



### 3.3.4 Breakdown of Business Consulting in Selected Key Countries (million €), 2009

A further breakdown of Business Consulting shows that the role of Strategy has strengthened since last year as its turnover is the high-

est in two countries out of the four (in Germany and in Spain) while in 2008 Organization/Operation Management dominated the BC Market in

every key country. In the United Kingdom and in France Organization/Operations Management still has the highest turnover. HR Consulting increased its share in Germany exceeding Project Management. The turnover from Project Man-

agement is approximately the same in Germany as in the UK. In Spain only the main two service lines, Strategy and Organization/Operations Management are reported.

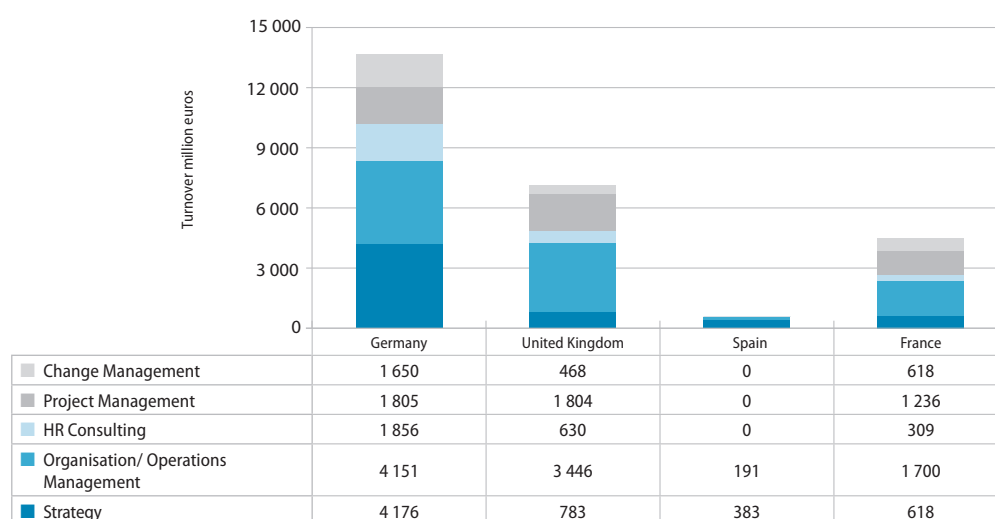


Figure 17.  
Breakdown of Business Consulting  
in Selected Key Countries  
(million €), 2009

### 3.4 Analysis by Client Sector

Regarding the whole European MC Market, the three most significant client sectors were the Public Sector, Industry and Banking & Insurance.

These are the same as in 2008, however, their order has changed.

#### 3.4.1 MC Market Composition by Client Sector (% of Turnover), 2009

In 2009 the Public Sector was the dominant client sector in five countries, the United Kingdom, Denmark, Ireland, Hungary and Greece. Industry was the most important based on turnover in four countries, Germany, Finland, Slovenia and

Switzerland, although in Switzerland, Banking & Insurance had the same share as Industry. Banking & Insurance contributed to turnover to a significant degree also in Spain and in France.

	Germany	United Kingdom	Spain	France	Denmark	Finland	Switzerland	Ireland	Slovenia	Hungary	Greece
<b>Total turnover (million €)</b>	<b>25 780</b>	<b>18 821</b>	<b>9572</b>	<b>7728</b>	<b>2107</b>	<b>1103.2</b>	<b>875</b>	<b>363.1</b>	<b>268.5</b>	<b>245</b>	<b>234.2</b>
Industry	31.6%	5.3%	9%	17%	14.5%	42.1%	27.0%	10.8%	32.5%	10%	19.80%
Banking & Insurance	23.8%	20.1%	23%	26%	2.4%	4.2%	27.0%	18.1%	12.5%	20%	7.30%
Public sector	10.2%	36.4%	14%	17%	43.7%	8.7%	8.0%	32.4%	14.5%	40%	41.50%
Aerospace & Defense	0%	1.6%	10%	4%	0.0%	0%	0.0%	0.3%	0%	0%	0.00%
Telecoms & Media	8.3%	9.2%	16%	9%	0.0%	16.7%	7.0%	11.0%	10%	6%	6.20%
Wholesale & Retail	4.2%	4.3%	3%	5%	3.8%	12.9%	4.0%	2.7%	7%	8%	5.80%
Energy & Utilities	7.5%	9.4%	11%	12%	5.8%	5.5%	6.0%	6.5%	12%	8%	7.40%
Transport & Travel	5.5%	2.8%	8%	4%	4.6%	1.2%	6.0%	4.7%	2%	2%	2.90%
Healthcare (pharmaceuticals & biotech included)	3.7%	3.6%	3%	2%	10.4%	8.7%	13.0%	8.1%	7.5%	4%	2.70%
Other	5.2%	7.3%	3%	4%	14.8%	0%	2.0%	5.4%	2%	2%	6.40%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Table 9.  
MC Market Composition by Client  
Sector (% of Turnover), 2009



### 3.4.2 MC Market Composition by Client Sector (million €), 2009

Table 10.  
MC Market Composition by Client  
Sector (million €), 2009

	Germany	United Kingdom	Spain	France	Denmark	Finland	Switzerland	Ireland	Slovenia	Hungary	Greece
<b>Total turnover (million €)</b>	<b>25 780</b>	<b>18 821</b>	<b>9 572</b>	<b>7 728</b>	<b>2 107</b>	<b>1 103.2</b>	<b>875</b>	<b>329.7</b>	<b>268.5</b>	<b>245</b>	<b>234.2</b>
Industry	8 146	998	861	1 314	306	464	236	38	87	25	46
Banking & Insurance	6 136	3 783	2 202	2 009	51	46	236	61	34	49	17
Public sector	2 630	6 851	1 340	1 314	921	96	70	104	39	98	97
Aerospace & Defense	0	301	957	309	0	0	0	1	0	0	0
Telecoms & Media	2 140	1 732	1 532	696	0	184	61	39	27	15	15
Wholesale & Retail	1 083	809	287	386	80	142	35	8	19	20	14
Energy & Utilities	1 934	1 769	1 053	927	122	61	53	19	32	20	17
Transport & Travel	1 418	527	766	309	97	13	53	16	5	5	7
Healthcare (pharmaceuticals & biotech included)	954	678	287	155	219	96	114	26	20	10	6
Other	1 341	1 374	287	309	312	0	18	18	5	5	15
<b>Total</b>	<b>25 780</b>	<b>18 821</b>	<b>9 572</b>	<b>7 728</b>	<b>2 107</b>	<b>1 103.2</b>	<b>875</b>	<b>329.7</b>	<b>268.5</b>	<b>245</b>	<b>234.2</b>

### 3.4.3 Key Market Composition by Client Sector

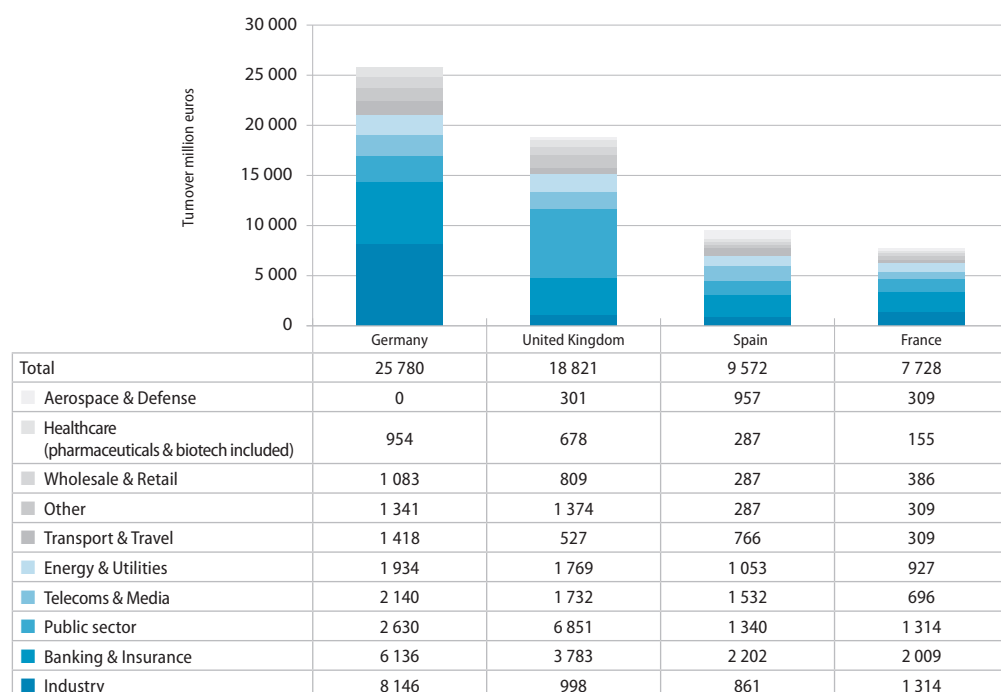
In the four key countries the order of the client sectors based on their turnovers in volume is the following:

In Germany the main purchaser of consulting services is Industry, in the United Kingdom the Public sector and in Spain as in France, Banking & Insurance are the top client sectors.

Industry in Germany generates turnover eight times higher than this sector in the UK and Spain.

The turnover in the UK generated by the Public sector is more than double the turnover of the public sector in each of the other three key countries.

Figure 18.  
Turnover of Key Markets  
by Client Sector



## 4 Main Trends in Management Consulting in 2009/2010

### 4.1 Bosnia and Herzegovina

The total turnover of the Management Consulting market in Bosnia Herzegovina was 45 million € in 2009. The negative effects of the economic crisis, which were already seen in 2008, have further intensified, resulting in a -32.6% growth rate in 2009. Concerning the number of consultants relative to the total staff, 83% of the total staff employed in the field of Management Consulting work as consultants. Therefore, the number of the support staff is only 17% of the total staff.

Bosnia and Herzegovina	
<b>Total turnover (million €)</b>	<b>45</b>
<b>Growth rates</b>	
Growth rate 2008	-10.0%
Growth rate 2009	-32.6%
Growth rate 2010 (prevision)	-12.0%
<b>Key service lines (%)</b>	
Business Consulting	10.0%
IT Consulting	20.0%
Development & Integration	10.0%
Outsourcing	45.0%
Other Services	15.0%
<b>Key sectors (%)</b>	
Industry	15.0%
Banking & Insurance	25.0%
Public Sector	60.0%
<b>Export (%)</b>	<b>n.a.</b>
EU	n.a.
Countries outside the EU	n.a.
<b>Number of consultants</b>	<b>1 000</b>
<b>Total staff</b>	<b>1 200</b>
<b>Income/Consultant (€)</b>	<b>45 000</b>

## 4.2 Croatia

Although an in depth analysis has not been done for the consulting industry in the context of the crisis and recession, AMC (Association of Management Consulting in Croatia) monitors the development of demand for business consulting services as a part of its regular activities. A change in clients' behaviour has been noticeable since the beginning of the year, with the delay or cancelling of already agreed consulting assignments of strategic nature. The total turnover of the MC market in Croatia in 2009 was 114.5 million €. In spite of the economic crisis, Croatia was among the few countries which generated a 4.5% growth rate. In order to reduce the impact of the crisis on their operations and provide opportunities for development, consulting companies used various measures, from cutting their own costs, seeking new market niches and marketing approaches, developing innovative consulting products and defining and implementing a flexible payment policy. Therefore, defining and setting up new business models in the context of the turbulent and dynamic business environment, stands as a precondition for the survival of consulting firms. Given the need for quick and effective actions, the greatest demand was for consulting services in financial management, business process reengineering, repositioning of companies in a dynamic market environment, crisis and interim management services, strategic partner search and advisory services in the area of cost management. In that sense by supporting clients' needs to overcome specific business difficulties, consultancies are adapting their services to meet the specific needs (tailor made approach) of clients very quickly. The selling of consulting service packages (integrated approach) is declining, so flexible consulting firms which can easily adapt to market trends and fluctuating clients' needs are more in demand. It mirrors the expectations of the market that according to the forecast for 2010, the growth rate will increase to 7.3% in the MC market. The assumption is that in 2010 the need for consulting services will grow but also there will be changes in the market in terms of the repositioning

Croatia	
<b>Total turnover (million €)</b>	<b>114.5</b>
<b>Growth rates</b>	
Growth rate 2008	n.a.
Growth rate 2009	4.5%
Growth rate 2010 (prevision)	7.3%
<b>Key service lines (%)</b>	
Business Consulting	36.0%
IT Consulting	21.0%
Development & Integration	7.0%
Outsourcing	20.0%
Other Services	16.0%
<b>Key sectors (%)</b>	
Industry	24.0%
Banking & Insurance	15.0%
Public Sector	12.0%
<b>Export (%)</b>	<b>9.7%</b>
EU	9.4%
Countries outside the EU	0.3%
<b>Number of consultants</b>	<b>787</b>
<b>Total staff</b>	<b>885</b>
<b>Income/Consultant (€)</b>	<b>145 489</b>

of supply and demand and an increased need for new innovative consulting services. Forecasts except growing demand for change management and organizational development, and strong growth in services related to strategy development and human resource management with a stable market for consulting services in finance and project management. Regarding the key service lines in Croatia, Business Consulting proved to be the service line which generated the highest contribution to total turnover of the MC market, standing at 36%. The share of the second and third most important service lines are approximately equal, as IT Consulting produced 21% of the total turnover while Outsourcing generated 20%. Other Services and Development & Integration contributed with 16% and 7% respectively. The most important client sectors were Industry (24%), Banking & Insurance (15%) and Public sector (12%). In 2009, the export activity in Croatia totaled 9.7% of total turnover, only 0.3% of which went into countries outside the EU. The number of people employed by the MC market is 885, 89% of which work as consultants.

### 4.3 Denmark

The total turnover of Denmark accounted for 2 107 million € in 2009. The effects of the worldwide economic downturn impacted on the MCs in Denmark in 2009. Many clients in the private sector, especially in manufacturing, delayed ongoing projects and did not start new ones. Due to the economic crisis the compelling growth rate of 2008, which was 8.8%, decreased to -3.6% in 2009. Due to new client preferences in the private sector the consulting business has been restructured to match clients' demands concerning: on the one hand their service portfolio where cost reduction, productivity and adaptability has been high on the agenda; and on the other hand more tough expectations from clients regarding measurable outcomes of projects and shorter time horizon for the return on investment. However, the effects have been much less than expected due to impressive adaptability in the industry. Business Consulting (58%) created more than half of the total turnover. Both Development & Integration and Other Services, which follow it, are far behind with their 16.5 and 15.6 percents. IT Consulting and Outsourcing experienced decreased demand in 2009, both service lines remained under 10%. Considering sectors for which the MC market provides its services, in Denmark the Public sector was the most significant client sector (43.7%) followed by Industry (14.5%). Through 2009, the Public sector has been considered as a stable market. Hence, more consultants have focused on

Denmark	
<b>Total turnover (million €)</b>	<b>2 107</b>
<b>Growth rates</b>	
Growth rate 2008	8.8%
Growth rate 2009	-3.6%
Growth rate 2010 (prevision)	n.a.
<b>Key service lines (%)</b>	
Business Consulting	58.0%
IT Consulting	7.4%
Development & Integration	16.5%
Outsourcing	2.5%
Other Services	15.6%
<b>Key sectors (%)</b>	
Industry	14.5%
Banking & Insurance	2.4%
Public Sector	43.7%
<b>Export (%)</b>	<b>13.3%</b>
EU	1.7%
Countries outside the EU	11.6%
<b>Number of consultants</b>	<b>9 381</b>
<b>Total staff</b>	<b>10 733</b>
Income/Consultant (€)	224 603

this sector, though the tides have begun to turn in public procurement in early 2010. The export activity of MCs focused on countries outside Europe, an infinitesimal 1.7% was directed into countries within Europe. The aforementioned trends have affected employment in consultancies as well. The composition of human resources in the Danish MC market consisted of mainly consultants (87.4%), only 12.6% represented support staff in 2009.

#### 4.4 Finland

The MC market in Finland generated 1 103.2 million € in 2009. The turnover this year exceeded the turnover of 2008 (1 098 million €) producing a 0.5% growth rate after last year's 2%. The forecast for 2010 is more optimistic, they expect a 6% growth rate in the MC market of Finland in 2010. The demand for MC services was low during the first half of 2009. During this period, some staff reduction took place in the business. Especially large companies and companies in IT and HR sectors were suffering. Smaller companies working in the Strategy, Operations Management and Change Management did not experience any significant reduction in demand. The competition however became harder. During the second half of 2009, the demand for MC services was rising rapidly and at the end of the year the demand was at an all time high. Business Consulting dominated the market with a 60.6% contribution to turnover, much ahead of Other Services (15.1%) and Development & Integration (11.7%) which hold the second and third places. In the private sector especially the demand coming from Industry was quickly recovering, it created the highest demand for MC services at 42.1%, the demand from the Banking & Insurance sector and also the Public Sector was still low, they together could reach only 12.9%. A rise in the Healthcare sector was however significant. Exports accounted for 22.5% of the total turnover of the MC market in Finland in 2009 76.9% of exports went to countries within Europe, with the remaining going to countries outside Europe. The number of consultants within total staff is only 53.8 percent,

Finland	
<b>Total turnover (million €)</b>	<b>1 103.2</b>
<b>Growth rates</b>	
Growth rate 2008	2.0%
Growth rate 2009	0.5%
Growth rate 2010 (prevision)	6.0%
<b>Key service lines (%)</b>	
Business Consulting	60.6%
IT Consulting	8.4%
Development & Integration	11.7%
Outsourcing	4.2%
Other Services	15.1%
<b>Key sectors (%)</b>	
Industry	42.1%
Banking & Insurance	4.2%
Public Sector	8.7%
<b>Export (%)</b>	<b>22.5%</b>
EU	17.3%
Countries outside the EU	5.2%
<b>Number of consultants</b>	<b>5 764</b>
<b>Total staff</b>	<b>10 710</b>
Income/Consultant (€)	191 395

which is under average, and despite the fact that the number of support staff decreased from last year, their share in total staff was still extremely high. According to the consulting companies, purchasing decisions of consulting projects is moving from top management towards the procurement department, at least in regards to the final contract negotiations. The consulting contracts were also becoming more specified and the value of a single contract was going down. At the same time, longer partnerships seem to be a new trend.



## 4.5 France

2009 began badly for the consulting industry in France, with demand falling by 7%. For some firms, market conditions remained tough throughout the year; others saw an upturn after the summer. However, individual firms' experience varied wildly. Some smaller, more specialised companies were driven out of business, especially those that focused on a limited number of sectors, all of which were hit badly by the economic crisis. However, most survived and some thrived, able to tailor their services to the difficult economic circumstances and charge lower fee rates at a time when clients were making efforts to save money. Among the bigger firms – and in contrast to the last downturn in 2002-03 when strategy firms suffered disproportionately – it was the human resources firms that performed worst. It was a roller-coaster of a year: “stop-go” was how one firm described it. Strategy firms saw the first improvements in spring, with smaller firms seeing a marked upturn in the early autumn. For HR and technology firms, the crisis lasted through to the end of the year, although there are signs that demand has picked up even here since then. Such an environment didn't instill confidence: “We were confident about our business on a month by month business,” said one small firm, “but it was a strange atmosphere in which no one was prepared to make long-term commitments”. It clearly appears that French firms describe the recession with past terms; this is in line with their forecast for 2010, a growth rate of 3%. Business Consulting produced the largest part of the turnover (58%), followed by IT Consulting (20%), Development & Integration and

France	
<b>Total turnover (million €)</b>	<b>7 728</b>
<b>Growth rates</b>	
Growth rate 2008	6.0%
Growth rate 2009	-7.0%
Growth rate 2010 (prevision)	3.0%
<b>Key service lines (%)</b>	
Business Consulting	58.0%
IT Consulting	20.0%
Development & Integration	10.0%
Outsourcing	10.0%
Other Services	2.0%
<b>Key sectors (%)</b>	
Industry	17.3%
Banking & Insurance	26.0%
Public Sector	17.0%
<b>Export (%)</b>	<b>12.1%</b>
EU	8.3%
Countries outside the EU	3.8%
<b>Number of consultants</b>	<b>44 011</b>
<b>Total staff</b>	<b>48 901</b>
<b>Income/Consultant (€)</b>	<b>175 592</b>

Outsourcing contributed to it equally with 10% and 10%. Regarding client sectors Banking & Insurance is in first place (26%), Industry is in second (17.3%), but closely followed by the Public sector (17%). The recession has had a significant impact on the psyche of French consulting firms, with many more starting to look outside France for future growth than was the case even a couple of years ago. Their export mainly focused on European countries, only 3.8% of the export activity was directed to countries outside Europe. The number of consultants relative to total staff was extremely high, standing at 90%.

## 4.6 Germany

The total turnover of the German MC market decreased to 25 780 million euros in 2009 which meant only a slight decrease compared to 2008 (€26 500). This slight decline is equivalent to a -2.7% growth rate for 2009. In 2010 5.5% positive growth is forecasted. Out of the total turnover Business Consulting generated 52.9%, followed by Development & Integration which accounted for 20.5%. The key client sector in 2009 was Industry, having generated a 31.6% demand for MC services. Banking & Insurance's performance was also significant, standing at 23.8%. The export activity of Germany mainly focused on countries outside Europe. Out of the 14% total export, only 5% was directed to European countries. The number of total staff working in the field of MC decreased by 2 000 compared to last year and this change related only to consultants as their number was reduced by 2000 as well. (Further information: Facts&Figures zum Beratermarkt 2009/2010 [www.bdu.de](http://www.bdu.de))

Germany	
<b>Total turnover (million €)</b>	<b>25 780</b>
<b>Growth rates</b>	
Growth rate 2008	11.0%
Growth rate 2009	-2.7%
Growth rate 2010 (prevision)	5.5%
<b>Key service lines (%)</b>	
Business Consulting	52.9%
IT Consulting	15.6%
Development & Integration	20.5%
Outsourcing	6.6%
Other Services	4.5%
<b>Key sectors (%)</b>	
Industry	31.6%
Banking & Insurance	23.8%
Public Sector	10.2%
<b>Export (%)</b>	<b>14.0%</b>
EU	5.0%
Countries outside the EU	9.0%
<b>Number of consultants</b>	<b>128 000</b>
<b>Total staff</b>	<b>178 000</b>
<b>Income/Consultant (€)</b>	<b>201 406</b>

## 4.7 Greece

For the majority of Greek MC companies, 2009 was either a bad or an indifferent year. Few MC firms managed to increase their turnover. The main constraints for market development in 2009 were the effects of the global economic crisis on the Greek economy as well as the elections in October 2009 which caused a delay in the implementation of the National Strategic Framework Reference 2007 – 2013 and the launching of new projects in the Public sector. Due to the economic recession, the private sector was also reluctant to invest in new projects. The majority of projects was in the service areas of project management, operations management, restructuring, reorganization and cost reduction. The main client for consulting services was the Public sector, although there was a decrease in demand. Major clients from the private sector were in consumer goods, energy, and banking and insurance. Fee rates remained the same in 2009 and are expected to remain unchanged in 2010. For 2010 the main challenges and opportunities for MC consulting firms are the impact of the economic crisis, the need for technical assistance to public sector bodies that must restructure in order to comply with the financial and economic measures agreed with the EU and IMF the lack of investments and fierce competition among companies. The main priorities of clients are cost reduction, globalization and innovation. For Greece, the high growth rate (9%) of the MC sector in 2008 turned into a minus -9.2% in 2009. Business

Greece	
<b>Total turnover (million €)</b>	<b>234.2</b>
<b>Growth rates</b>	
Growth rate 2008	9.0%
Growth rate 2009	-9.2%
Growth rate 2010 (prevision)	-5.0%
<b>Key service lines (%)</b>	
Business Consulting	73.5%
IT Consulting	3.1%
Development & Integration	4.1%
Outsourcing	2.3%
Other Services	17.0%
<b>Key sectors (%)</b>	
Industry	19.8%
Banking & Insurance	7.3%
Public Sector	41.5%
<b>Export (%)</b>	<b>18.8%</b>
EU	11.5%
Countries outside the EU	7.3%
<b>Number of consultants</b>	<b>1 650</b>
<b>Total staff</b>	<b>1 880</b>
<b>Income/Consultant (€)</b>	<b>124 574</b>

Consulting dominated the market, comprising 73.5% of total turnover. Regarding the key client sectors, Public sector (41.5%) and Industry (19.8%) are the largest client sectors. Greece's export activity was significant (18.8%), with European countries accounting for 11.5% and non-European countries only 7.3%. The number of total staff working in the field of MC was 1 880, consisting mainly of consultants (1 650) with the remainder being support staff.

## 4.8 Hungary

In the private sector, demand for most consulting services has fallen - due to the deep recession. The growth rate in 2009 was -22.2%. Clients were committed to carry out only projects of vital importance, in almost each case related to cost cutting and increasing efficiency. Lack of commitment to long-term development characterized the market. In the public sector, spending on consulting was getting more cautious due to scandals (corruption cases cast a shadow on the profession). The only driver has been the availability of EU funding - though it can have only a limited impact on the profession. The priority is rather to spread the guidelines and ethical standards of the profession crystallized throughout decades as widely as possible. There was a major need for Business Consulting (54%) and IT Consulting (32%) in 2009. It was the Public sector, which had the highest demand for MC services standing at 40% of total turnover, followed by Banking & Insurance at 20.0%. Almost all export activity was directed to countries within Europe. The number of total staff was 4 700, 4 300 consultants and only 400 support staff were reported.

Hungary	
<b>Total turnover (million €)</b>	<b>245</b>
<b>Growth rates</b>	
Growth rate 2008	n.a.
Growth rate 2009	-22.2%
Growth rate 2010 (prevision)	-10.0%
<b>Key service lines (%)</b>	
Business Consulting	54.0%
IT Consulting	32.0%
Development & Integration	8.0%
Outsourcing	0.0%
Other Services	6.0%
<b>Key sectors (%)</b>	
Industry	10.0%
Banking & Insurance	20.0%
Public Sector	40.0%
<b>Export (%)</b>	<b>15.0%</b>
EU	14.0%
Countries outside the EU	1.0%
<b>Number of consultants</b>	<b>4 300</b>
<b>Total staff</b>	<b>4 700</b>
<b>Income/Consultant (€)</b>	<b>56 977</b>

## 4.9 Ireland

2009 was a period of exceptional weakness in Ireland with a decline of 7% in GDP; projected to moderate in 2010 to a decline of about 0.5% (Central Bank) with year-on-year growth projected for the second half of 2010 - predicated on a recovery in exports and a moderation in the rate of decline in domestic demand.

Exports performance in 2009 was strong in the pharmaceutical sector and poor in sectors such as IT, and manufacturing and food – the latter heavily dependent on the UK market where an unfavourable currency rate operated over the year. A fall in the euro earlier this year is encouraging for Irish exports as companies here benefit more than in other eurozone nations from the euro's weakness against the dollar and sterling.

Consumer expenditure declined significantly in 2009 reflecting a fall in disposable incomes and increased precautionary saving by consumers. A more modest decline is likely in 2010 against a background of stabilised labour market conditions and improving consumer sentiment.

The decline in demand affected the consultancy sector with business volumes down generally. Public sector consultancy suffered particularly with a blanket ban on new projects in many cases in a bid to reduce costs, and fee rate reductions sought by government departments on existing projects.

Total turnover in the consultancy market in Ireland is projected at €363 millions for 2009 with a consultant employment of 2 516. These figures relate to €310 millions and 1952 respectively for 2008. Please note that this increase is due to extra practices captured in this survey rather than any growth in the market. Outsourcing is significantly under-reported and if included would increase turnover and employment significantly.

Even allowing for some under reporting, these figures show management consultancy in Ireland to have a smaller share of its economy than most other European countries (0.2% of GDP 2009 vs. FEACO average 0.7% 2008). This may be due to Ireland's high element of multi-national enterprises with overseas HQs and its relatively weak indigenous sector. Smaller economies also tend to be less consultancy-intensive as seen in the FEACO data.

A decline in turnover of 2% is projected for 2009 and 4% for 2010, with larger practices projecting a higher rate of decline - 23% 2009 and 17% 2010. This trend was reflected in IMCA's membership

Ireland	
<b>Total turnover (million €)</b>	<b>363.1</b>
<b>Growth rates</b>	
Growth rate 2008	-13.0%
Growth rate 2009	-2.0%
Growth rate 2010 (prevision)	-4.0%
<b>Key service lines (%)</b>	
Business Consulting	51.8%
IT Consulting	18.4%
Development & Integration	12.8%
Outsourcing	3.7%
Other Services	13.3%
<b>Key sectors (%)</b>	
Industry	10.8%
Banking & Insurance	18.1%
Public Sector	32.4%
<b>Export (%)</b>	<b>6.0%</b>
EU	5.0%
Countries outside the EU	1.0%
<b>Number of consultants</b>	<b>2 516</b>
<b>Total staff</b>	<b>2 818</b>
<b>Income/Consultant (€)</b>	<b>144 316</b>

data where accredited practice numbers were down significantly while individual consultant numbers remained relatively stable.

A Central Statistics Office survey with limited data indicates a 2009 decline of 4% in Business Management Consultancy sector prices, i.e. fee rates, and 3% in IT Management Consultancy prices.

The market is primarily domestic with only 9% exported to Europe or elsewhere.

By service area, Business Consulting comprises 52% of the market with IT Consulting a further 18%. Within Business Consulting, Organisation / Operations Management is projected to decrease with increases projected in other areas and Project Management in particular. Outsourcing is very much under-represented (3.7% of total vs. 34% in the UK 2008) as respondents do not seem to regard it as part of their consultancy operations.

By sector, Public Sector consultancy is the largest at 32% with Banking & Insurance at 18% and Industry at 11%. Increases are projected for the Public Sector and Banking & Insurance, while a decrease is projected for Industry except for Pharmaceuticals.

## 4.10 Portugal

The Portuguese economy was adversely affected by the global economic and financial crisis. Unemployment increased significantly and the public deficit was enlarged by a decrease in income from taxes and an increase in the costs of the public sector. The government implemented a large programme to support SMEs, to protect employment and support the unemployed, and a programme based on public investment for infrastructure renewal, accelerating some investments in schools and health centres and in renewable energies. Large public works previously foreseen (namely the new Lisbon International Airport, high speed railway network -reduced to the Lisbon/Madrid line-, new Tagus bridge) suffered some delays due to the situation in the financial markets and financing limitations, but they are expected to have a positive impact on consulting activities in the period 2010-2012. The number of people employed by the MC market was 17 142 of whom 10 285 were working as consultants.

In general, there was a trend to reduce investments in strategic consulting services - both in the public and private sectors -, while the operational consulting did quite well. The Portuguese management consulting companies, whose market is

Portugal	
<b>Total turnover (million €)</b>	<b>1 179</b>
<b>Growth rates</b>	
Growth rate 2008	6.0%
Growth rate 2009	n.a.
Growth rate 2010 (prevision)	n.a.
<b>Key service lines (%)</b>	
Business Consulting	37.3%
IT Consulting	0.0%
Development & Integration	0.0%
Outsourcing	0.0%
Other Services	62.7%
<b>Key sectors (%)</b>	
Industry	0.0%
Banking & Insurance	0.0%
Public Sector	0.0%
<b>Export (%)</b>	<b>8.3%</b>
EU	3.8%
Countries outside the EU	4.5%
<b>Number of consultants</b>	<b>10 285</b>
<b>Total staff</b>	<b>17 142</b>
<b>Income/Consultant (€)</b>	<b>114 633</b>

mainly dominated by multinational companies, experienced some restructuring, in the face of this change. Key service lines in 2009 were Other Services (62.7%) and Business Consulting (37.3%). One of the challenges for the Portuguese economy and the MC sector is to develop export activities. In 2009 exports accounted for 8.3% of turnover.

### 4.11 Romania

2009 was the first year, after 8 years of continuous growth that the Romanian Management Consulting market experienced a downturn. The really high growth rate in 2008 (30%) turned into a decrease of 16% in 2009. The forecast for 2010 is again optimistic with a 20% growth rate expected.

The structure of the Romanian Management Consulting market remained the same during 2009. There are approximately 70% small-sized firms (with a turnover less than 0.2 million €), 25% medium-sized consulting companies (with a turnover more than 0.2 million € and less than 1 million €), and about 5% large firms (with a turnover of more than 1 million €).

Small-sized MC firms were the most affected by the crisis, while large firms increased their turnover. For the medium-sized firms, the revenues did not significantly change. The total turnover of the MC market was 350 million € in 2009.

The main drivers in 2009 were: EU funding programs, the diversification of services offered, the improvement of client-consultant relationships, the re-branding and restructuring of MC firms and the increase of networking activities.

The MC firms, which faced reductions in revenues, consider that the main causes were: the economic recession, the political and economic instability, fewer investments, shrinking MC budgets and client's debts.

Romania	
<b>Total turnover (million €)</b>	<b>350</b>
<b>Growth rates</b>	
Growth rate 2008	30.0%
Growth rate 2009	-16.0%
Growth rate 2010 (prevision)	20.0%
<b>Key service lines (%)</b>	
Business Consulting	n.a.
IT Consulting	n.a.
Development & Integration	n.a.
Outsourcing	n.a.
Other Services	n.a.
<b>Key sectors (%)</b>	
Industry	n.a.
Banking & Insurance	n.a.
Public Sector	n.a.
<b>Export (%)</b>	<b>n.a.</b>
EU	n.a.
Countries outside the EU	n.a.
<b>Number of consultants</b>	<b>8 000</b>
<b>Total staff</b>	<b>10 000</b>
Income/Consultant (€)	43 750

The major client sectors in 2009 were: industry, construction, business services, public administration and agriculture.

The following consulting services were required in 2009: Project management, Other Consulting Services (studies, training, surveys, recruitment, etc), Strategic consulting services and Operations Management. The number of total staff working in the MC market was 10 000 in 2009, 80% of whom worked as consultants.



## 4.12 Slovenia

In 2009, the management consulting market stopped growing and its reach reduced. Nevertheless, the total income of MC firms was higher than in 2008 by 1.5%, which was due to the on-going projects and the conclusion (and payment) of previous agreements. The demand for consulting services was mostly driven by the clients need to improve their competitive advantage in the global market, open new markets, and optimize their supply, marketing and branding. Business Consulting accounted for 68.5% of the demand for MC service. Available funding (EU projects, national and international procurement) enabled a certain amount of consulting activity including project management. The economic recession had a negative impact on the market and many clients restricted their spending. Rather than hiring external expertise, internal resources were regarded as sufficient for finding business solutions. Also clients had a tendency to undertake less ambitious and innovative projects. On the other hand, the public sector did not contribute enough in order to accelerate business processes and the public procurement system has not positively impacted demand. The public sector produced 14.5% of turnover and was overtaken by Industry which accounted for 32.5%. In 2009, most MC firms were confronted with strong pressures on fees. In general, average fees were somewhat reduced, with the extent of the reduction depending mostly on the client sector, the nature and requirements of projects, the project terms and the individual position of MC firms. Keeping in mind that the general economic situation has not significantly improved and that short-term trends in the industry do not show any substantial upsurge, the prospects for MC market in 2010 remain modest and prudent. Pressure

Slovenia	
<b>Total turnover (million €)</b>	<b>268.5</b>
<b>Growth rates</b>	
Growth rate 2008	17.0%
Growth rate 2009	1.5%
Growth rate 2010 (prevision)	n.a.
<b>Key service lines (%)</b>	
Business Consulting	68.5%
IT Consulting	13.0%
Development & Integration	6.0%
Outsourcing	1.5%
Other Services	11.0%
<b>Key sectors (%)</b>	
Industry	32.5%
Banking & Insurance	12.5%
Public Sector	14.5%
<b>Export (%)</b>	<b>14.0%</b>
EU	6.5%
Countries outside the EU	7.5%
<b>Number of consultants</b>	<b>2 700</b>
<b>Total staff</b>	<b>3 090</b>
<b>Income/Consultant (€)</b>	<b>99 444</b>

on fees will continue. According to the Slovenian MC companies the main challenges for them in 2010 will be: new (post-crisis) business models, networking for large projects, unfair, un-qualified, low-priced competition, and keeping qualified, competent and experienced human resources. The role of specialist consultant is expected to become increasingly important. According to expectations priorities on the clients' side will be: business optimisation, market share, new markets; globalization, growth, innovation, corporate governance, cost reduction and financing. In Slovenia, almost half of the export activity went to European countries and a little bit of more than half of it was directed to countries outside Europe. 87% of total staff in consulting companies worked as consultants.

### 4.13 Spain

Turnover for the industry remained unchanged in 2009, in contrast to the growth experienced in previous years. The industry enjoyed only a very slight increase in sales during 2009: 0.7% up on the previous year generating a 9 572 million turnover.

For 2010 it is estimated that the industry will once again see a slight increase (1.6%) in sales, better than the forecasted growth for the Spanish economy as a whole.

The present economic crisis has put today's clients in a consolidation and maintenance mode, which makes it necessary to delay new investment projects. One of the drivers of this market during 2009 came from cost optimizing policies that create the need for services related to Development & Integration (42%), Outsourcing (39%), IT Consulting (13%), and to a smaller extent, Business Consulting (6%), all of them pointing to the fundamental goal of being more efficient.

Many Spanish firms have implemented a strategy of internationalisation, either by creating overseas subsidiaries or by competing for projects on the international market. This strategy has brought both additional revenue and profits.

Some of the main clients of the Consulting market are the Financial Services Companies (Banking & Insurance), which represented a 23% market share in 2009, followed by the Telecom industry, with a 15% market share, and the Public Sector, which accounts for a 14% of total turnover. The major component of the services offered to these three markets is related to cost reduction, infrastructure consolidation, application management, business process re-engineering, efficiency and customer relation management.

At this juncture, where clients' capacity for investment has diminished for reasons of uncertainty and crisis, the consulting market faces very important challenges, such as the following:

Spain	
<b>Total turnover (million €)</b>	<b>9 572</b>
<b>Growth rates</b>	
Growth rate 2008	11.0%
Growth rate 2009	n.a.
Growth rate 2010 (prevision)	n.a.
<b>Key service lines (%)</b>	
Business Consulting	6.0%
IT Consulting	13.0%
Development & Integration	42.0%
Outsourcing	39.0%
Other Services	0.0%
<b>Key sectors (%)</b>	
Industry	9.0%
Banking & Insurance	23.0%
Public Sector	14.0%
<b>Export (%)</b>	<b>18.0%</b>
EU	9.0%
Countries outside the EU	9.0%
<b>Number of consultants</b>	<b>n.a.</b>
<b>Total staff</b>	<b>113 000</b>
<b>Income/Consultant (€)</b>	<b>n.a.</b>

- the need to increase their capacity of internationalisation.
- to support their clients' principal needs, which mainly consist of cost reduction and business consolidation.
- to help the public sector to improve its processes, be more efficient and develop its capabilities.
- to address part of their services towards Business Consulting, so that they will not lose future perspective.

The clients' main objectives for the next years were: internationalisation, cost reduction, business consolidation and optimizing their processes and customer relation management. Taking export activity of the Spanish MC market into consideration, both groups of target countries were equally present – they provided services accounting for 9 – 9% into European and non-European countries as well.

87% of total staff in consulting companies worked as consultants.

#### 4.14 Switzerland

The total turnover of the MC market in Switzerland was 875 million € in 2009. The MC market experienced a slight decrease (4%) but forecasted the same rate of increase for 2010. Rising demand for strategy consulting could be seen in Switzerland, Business Consulting captured the market with 70% of total turnover. Small MC firms gained more market share. The financial industry was still the largest sector in Switzerland; pharmaceutical, healthcare and public sector were growing, but an increasing demand for financial issues like management tools, compliance, governance and advisory characterized the market. "Recruiting stop 2009" is over; employment of MC started to grow again. In 2009 the number of total staff was 3 960, from whom 3 300 people worked as consultants. MC in Switzerland is an extremely competitive market; still growing productivity especially toward industrialised services.

Switzerland	
<b>Total turnover (million €)</b>	<b>875</b>
<b>Growth rates</b>	
Growth rate 2008	0.0%
Growth rate 2009	-4.0%
Growth rate 2010 (prevision)	4.0%
<b>Key service lines (%)</b>	
Business Consulting	70.0%
IT Consulting	n.a.
Development & Integration	30.0%
Outsourcing	0.0%
Other Services	0.0%
<b>Key sectors (%)</b>	
Industry	27.0%
Banking & Insurance	27.0%
Public Sector	8.0%
<b>Export (%)</b>	<b>15.0%</b>
EU	12.0%
Countries outside the EU	3.0%
<b>Number of consultants</b>	<b>3 300</b>
<b>Total staff</b>	<b>3 960</b>
<b>Income/Consultant (€)</b>	<b>265 152</b>

#### 4.15 United Kingdom

2009 was one of the most difficult years - possibly the most difficult year – the UK consulting industry has ever faced. Demand fell in most areas of the private sector and in some parts of the public sector. It fell, too, for many service lines with only operational improvement, process re-engineering and some aspects of HR consulting performing comparatively well. The recession was felt most acutely among smaller firms in the early months of 2009. However, many of these firms were able to adapt to the changing market conditions so that their performance picked up in the second half of the year. Niche firms also benefited from growing price pressure from the summer onwards. Most large-scale systems integrators fared comparatively well during the early stages of the recession, only to see investment in new IT systems shrink back. By comparison, firms offering accounting and audit services alongside consulting performed well, building on several years, which saw them, outperform the market. These firms enjoyed a "flight to brand" in the first half of the recession, although they experienced an intensifying pressure on prices in the second half of 2009. As a result for 2009, the total turnover of the MC market in the UK was 9 547 million €. Business Consulting remained the most important service line (74.7%), with IT Consulting altogether

United Kingdom	
<b>Total turnover (million €)</b>	<b>18 821</b>
<b>Growth rates</b>	
Growth rate 2008	5.0%
Growth rate 2009	-6.0%
Growth rate 2010 (prevision)	-4.0%
<b>Key service lines (%)</b>	
Business Consulting	74.7%
IT Consulting	25.3%
Development & Integration	0.0%
Outsourcing	0.0%
Other Services	0.0%
<b>Key sectors (%)</b>	
Industry	5.3%
Banking & Insurance	20.0%
Public Sector	36.4%
<b>Export (%)</b>	<b>7.0%</b>
EU	4.0%
Countries outside the EU	3.0%
<b>Number of consultants</b>	<b>56 360</b>
<b>Total staff</b>	<b>64 717</b>
<b>Income/Consultant (€)</b>	<b>169 393</b>

they cover the whole MC market. The most remarkable client sector was Public sector (36.4%) followed by Banking & Insurance (20%). The export activity of the MC market in the UK is not so determinant, it accounted for only 7% in 2009. Nevertheless, the MC market could employ 64 717 people, 56 360 of whom worked as consultants.

# 5 About FEACO, the European Federation of Management Consultancies Associations

FEACO, the European Federation of Management Consultancies Associations, a non-profit organisation, was established in 1960 and has 17 national associations as members:

- fourteen full members: Austria, Cyprus, Czech Republic, Finland, France, Greece, Hungary, Italy, Poland, Portugal, Romania, Slovenia, Spain and Switzerland;
- two associate members: Bosnia & Herzegovina and Croatia;
- one affiliate member: Hong Kong.

FEACO is a European organisation. Its general purpose is to assist in the promotion and development of the profession of Management Consultancy in Europe by providing support to its constituent National Association membership in those areas where a collective voice is stronger than the sum of its individual members.

## *Main objectives of FEACO are*

- The development of the Management Consultancy market, raising its image and profile at European and international level, by the promotion of common professional ethics, quality and best practice.
- The promotion of the interests of Management Consultancy with the different European and International organisations, by maintaining a close relationship with the European Institutions and other pan-European and international organisations in order to ensure an awareness of and defend professional interests (not including lobbying for sales opportunities).
- The development of a dynamic forum for networking and service provision, by encouraging networking by members and between members through the sponsorship and organisation of conferences and meetings, the establishment of mutual interest working groups and through close cooperation with other consultancy organisations.

## *2010-2011 Events*

FEACO will be one of the co-organizers of the Management Consulting World Conference hosted by the Finnish Association of Management Consultants LJK, on the 21/22 June 2011 in Helsinki. We look forward to meeting you at this event!

Contact:  
Kim Karme (ExCo Member)  
feaco@feaco.org

<sup>1</sup> Note according to the market analysis reported by Syntec the total turnover of the European MC market equals €82.4 billion, instead of €83.7 billion.

# 6 Member Associations

## Fédération Européenne des Associations de Conseils en Organisation European Federation of Management Consultancies Associations FEACO

### FULL MEMBERS

**AUSTRIA** Austrian Professional Association of Management Consultancy and Information Technology / AUSTRIAN CHAMBER OF COMMERCE  
Wiedner Hauptstraße 63  
A-1040 Vienna  
T: 05 - 90900 - 3540  
M: 0699 - 1726 22 22  
E: alfred.harl@wko.at

**CYPRUS** **CYBCA**  
Cyprus Association of Business Consultants  
30, Grivas Dhigenis Avenue  
P.O. Box 21657  
CY-1511 Nicosia  
Phone: ++357 22 665 102  
Fax: ++357 22 669 459  
Email: info@oeb.org.cy

**CZECH REPUBLIC** **APP**  
Association for Consulting to Business  
Veletřní 21  
CZ -170 00 Prague 7  
Phone: ++42 220 879 043  
Fax: ++42 222 005 510  
Email: asocpor@asocpor.cz  
Website: www.asocpor.cz

**FINLAND** **LJK**  
Liikkeenjohdon Konsultit LJK ry  
Postal address:  
PO Box 122  
FI-33201 Tampere  
Phone: + 358 09 622 4442  
Email: ljk@ljk.fi  
Website: www.ljk.fi

**FRANCE** **SYNTEC**  
Conseil en management  
Chambre Syndicale des Sociétés de Conseil  
3 Rue Léon Bonnat  
F - 75016 Paris  
Phone: ++33 1 44 30 49 20  
Fax: ++33 1 40 50 73 57  
Website: www.syntec-management.com

**GREECE** **SESMA**  
Hellenic Association of Management Consulting Firms  
101 Vasilisis Sofias Ave  
Mavili Square  
GR - 115 21 Athens  
Phone: ++30 210 647 0660  
Fax: ++30 210 647 0661  
Email: sesma@hol.gr  
Website: www.sesma.gr

**HUNGARY** **VTMSZ**  
Association of Management Consultants of Hungary  
Szt. István körút 11.  
H - 1055 Budapest  
Phone: ++36 1 374 3344 / 36 20 922 4241  
Fax: ++36 1 269 1920 / 36 1 465 2078  
Email: office@vtmsz.hu  
Website: www.vtmsz.hu

### ITALY

**POLAND** **SDG**  
Stowarzyszenie Doradców Gospodarczych w Polsce  
Ul. Emilii Plater 53 p XIII loc 1360  
PL- 00-113 Warsaw  
Phone: ++48 509 382 481  
Fax: ++48 22 520 6201  
Email: internet@sdg.com.pl  
Website: www.sdg.com.pl

**PORTUGAL** **APPC**  
Associação Portuguesa de Projectistas e Consultores  
Avenida Antonio Augusto Aguiar 126 - 7th floor  
P - 1050-020 Lisbon  
Phone: ++351 21 358 0785 / 6  
Fax: ++351 21 315 0413  
Email: info@appconsultores.org.pt  
Website: www.appconsultores.org.pt

**ROMANIA** **AMCOR**  
Asociatia Consultantilor in Management  
din Romania  
Str. Ion Brezoiu, nr 47-49, Appt. 166, 1st district  
RO -010134 Bucharest  
Phone: ++40 21 311 5175  
Fax: ++40 21 311 5175  
Email: office@amcor.ro  
Website: www.amcor.ro

**SLOVENIA** **AMCOS**  
Association of Management Consultants of Slovenia  
Dimiceva 13  
SI -1504 Ljubljana  
Phone: ++386 1 589 8252  
Fax: ++386 1 589 8200  
Email: majda.dobravc@gzs.si  
Website: www.gzs.si

**SPAIN** **AEC**  
Asociación Española de Empresas de Consultoría  
C/ Monte Esquinza 34 2º B  
E - 28013 Madrid  
Phone: ++34 91 308 0161 / 91 391 3673  
Fax: ++ 34 91 391 3593  
Email: consultoras@consultoras.org  
Website: www.consultoras.com

**SWITZERLAND** **ASCO**  
Association of Management Consultants Switzerland  
Weinbergstrasse 31  
CH - 8006 Zürich  
Phone: ++41 43 343 9480  
Fax: ++41 43 343 9481  
Email: office@asco.ch  
Website: www.asco.ch

### ASSOCIATE MEMBERS

**BOSNIA-HERZEGOVINA** **LESPNET**  
Association of Business Consultants in Bosnia and Herzegovina  
Branilaca Grada 47/3  
BIH - 71000 Sarajevo  
Phone: +387 33 222854  
Fax: +387 33 442567  
Email: lespnet@lespnet.ba; lespnet@bih.net.ba  
Website: www.lespnet.ba

**CROATIA** **UPS-AMC**  
Udruga Poslovnih Savjetnika -  
Association of Management Consultancies  
Jurja Haukila 4  
HR -10000 Zagreb  
Phone: ++385 1 4555 024  
Fax: ++385 1 4555 025  
Email: info@ups-amc.org  
Website: www.ups-amc.org

### AFFILIATE MEMBER

**HONG KONG** **MCAHK**  
Management Consultancies Association of Hong Kong  
14th Floor, Room 1403B  
9 Queen's Road Central  
Hong Kong  
Phone: ++852 2856 3487  
Fax: ++852 2565 6628  
Email: mcahk@mca.org.hk  
Website: www.mca.org.hk



## 1. European MC Market:

Austria, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Netherlands, Norway, Poland, Portugal, Romania, Slovenia, Spain, Sweden, Switzerland, United Kingdom

## 2. Participants in the Feaco survey 2009/2010:

Bosnia and Herzegovina, Croatia, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Portugal, Romania, Slovenia, Spain, Switzerland, United Kingdom

## 3. Nordic region:

Denmark, Finland, Norway, Sweden

## 4. Central & Eastern Europe:

Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Greece, Hungary, Poland, Romania, Slovenia

## 5. Western Europe:

Austria, Belgium, Ireland, Italy, Netherlands, Portugal, Switzerland

## Industry Sector:

**Aerospace and Defense:** includes commercial and defense aerospace, airlines and airports and space (civilian) and related manufacturing and associated research

**Automotive Products:** automotive (motorized road transport vehicles) manufacturers, suppliers, systems integrators and distributors

**Consumer Products:** food and tobacco products, textile & apparel, beauty & toiletries, metal (except machinery & automotive products and equipment) wood & furniture, paper and printed products

**High Tech Products:** all cutting edge technology: including cutting edge technology used in civilian and defense related aerospace

**Machinery**

**Chemicals**

**IT hardware, software & computer services**

**Other industries**

## Banking and Insurance Sector:

**All Banking and Financial services:** including commercial banks, investment managers, mutual funds companies, brokerage firms, investment banks, private banking and trust companies, saving banks, credit unions, mortgage banking companies, international banks and finance companies

**Insurance:** insurance carriers, agents, brokers and services

## Healthcare, pharmaceutical and biotech:

**Healthcare:** providers (hospitals and physicians), payers (insurance companies and HMOs) and distributors (of medical equipment and supplies)

**Pharmaceuticals and biotech:** pharmaceuticals manufacturers and biotech companies, including biofuels

## Wholesale & Retail Sector:

**Wholesale & Retail:** all distribution incl. luxury retailers, specialty retailers, mass merchandisers, discount retailers, grocery chains, convenience stores, drug chains, car dealers, restaurants, home improvement chains, catalogue retailers and retailers of durable and non-durable goods such as building materials, hardware, general merchandise, food, automotive dealers, apparel and accessories, furniture, food & drink etc...

## Transport & Travel Sector:

**Transport/travel** includes all transport by air, road or water of goods or passengers: private transportation organisations (travel and urban transport), carriers and shippers as well as logistics services companies

## Telecoms and Media Sector:

**Communication/Media/Entertainment:** publishers, entertainment companies, record labels; all communications not being telecommunications

## Telecommunications

## Energy & Utilities Sector:

**Energy:** petrol and gas extraction, coal, mining, clean energies (solar, wind) excluding biofuels (=biotech); chemicals & petrochemicals

**Utilities:** production and distribution of electricity, gas and water (incl. irrigation systems and sewage treatment)

**Public Sector:** services provided to all levels of the public sector: local, regional, national and EU.

## Other Sectors:

**Not for Profit Private Sector**

**Business services**

**All other sectors (not industry sectors)**

## Notes



3/4/5 Avenue des Arts  
B-1210 Brussels (Belgium)  
Telephone: 32-2-250-0650  
Facsimile: 32-2-250-0651

E-mail: [feaco@feaco.org](mailto:feaco@feaco.org)  
Internet: [www.feaco.org](http://www.feaco.org)

Project management: Kim Karne,  
Member of Executive Committee of Feaco  
Layout: MOLiPress, Hungary

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