



feaco

Survey of the
**EUROPEAN
MANAGEMENT
CONSULTANCY**

2022 | 2023

Survey of the
**EUROPEAN
MANAGEMENT
CONSULTANCY
2022 | 2023**

January 2024

Table of Contents

Introduction by the feaco Chairman	4
Major trends in European Management Consultancy	5
MC turnover trend (2020-24)	6
MC turnover trend (CAGR 2021-23 vs. 2017-19)	7
MC turnover vs. GDP (CAGR 2021-23)	8
MC employment trend (2020-23)	9
MC employment trend (CAGR 2021-23 vs. 2017-19)	10
MC employment vs. overall employment (CAGR 2021-23)	11
MC turnover vs. MC employment (CAGR 2021-23)	12
MC productivity trend (2021-23)	13
MC turnover market share by Service Lines (European panel 2022)	14
MC turnover trend by Service Lines (European panel 2022)	15
MC turnover market share by Client Industries (European panel 2022)	16
MC turnover trend by Client Industries (European panel 2022)	17
Focus on Ukraine	18
Legend on Service Lines and Client Industries	20
Methodological Approach	20
Management Consulting Associations contributing to the feaco Report	21

Introduction by the feaco Chairman

It is my pleasure to introduce the 2022/23 edition of the feaco survey for the European Management Consultancy Market based on the data of 11 countries representing 77% of the European GDP.

In 2022 the European Management Consulting industry has achieved its highest annual growth with +16%, which is the result of a strong market demand across Europe.

The growth was mainly driven by companies' requesting consulting support especially in the areas of Technology, Strategy and Operations related to digital and green transformation initiatives as well as the uncertainties related to the global environment. As a result, Technology, Strategy and Operations have been the main service lines in 2022 characterising the European Management Consulting industry, with a market share of approx. 20% each.

In terms of market trends, in 2022 the very strong growth of the Management Consulting industry has mainly been driven by projects related to People & Change (+30%) and Strategy (+22%).

Financial Services and Consumer & Industrial Products were the largest industries driving the demand with a 2022 market share of around 25% each. Public Sector is the third largest industry, with a European market share of 15% and a relevance that changes a lot across the different countries. The Public Sector, despite the size and the complexity of the Recovery Funds related initiatives across Europe, has been the slowest growing client industry, with a +12% growth.

The fastest growing client industry in 2022 was Consumer & Industrial Products, after the significant decline faced during the pandemic. The Energy sector, that has been impacted significantly by the international crisis, has responded in 2022 as well with a +19% increase.

The uncertainties in the present international environment are making future outlooks, at the same time more difficult and more important. As a result, this feaco report includes, besides the past data, preliminary estimates for 2023 and an initial forecast for 2024. Based on our preliminary estimates and despite the current international challenges, we expect a continued, but slower, growth for the market with +9% in 2023 and a growth forecast of +7% for 2024.

We hope that this analysis – presenting both the national trends and the European panel reference – will provide a useful benchmark to the Management Consulting Associations and to their Members, by better understanding the opportunities and the challenges raising across Europe



Matthias Loebich

feaco Chairman



Major trends in European Management Consultancy

This report is based on a European panel that includes **Austria, Denmark, France, Germany, Greece, Hungary, Italy, Romania, Slovenia, Spain** and the **UK** (only for turnover), unless differently specified. The panel represents **77% of the overall European Gross Domestic Product (GDP)** and **73% of the overall European employment**.

To estimate the European trends, national data provided by the Associations have been weighted based on the national GDPs at market prices and the overall employment from aged 15 to 64 years old.

MC turnover trend (2020-24)

After a small decline in 2020 and a significant recovery in 2021, in 2022 MC turnover growth accelerated even further, reaching the peak of +16%. The UK, Hungary and Denmark led such an upward trend, with all the EU panel countries (except Spain) having a double-digit growth rate.

The preliminary estimates for 2023 shows a declining growth rate (+8.9%), due to economic challenges and international crises.

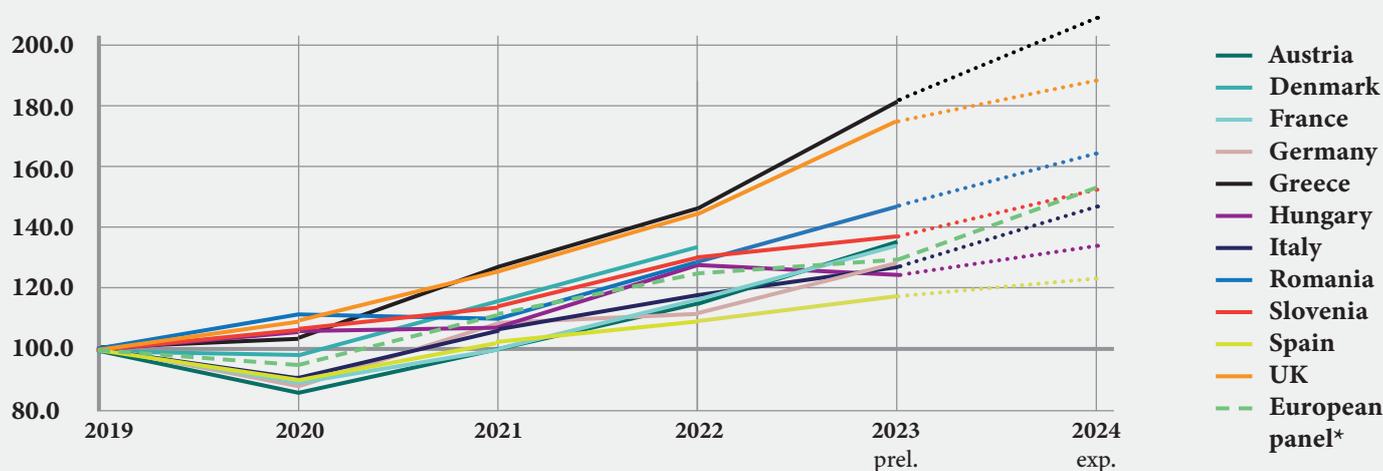
The initial forecasts for 2024 shows a further slowdown is expected: +7.2%. In general, in 2024 MC industry in Western European countries seems to be more affected than in Eastern European countries. In any case, given the limited number of countries that provided their forecasts (7 countries representing only 43% of the European GDP) and the great uncertainties related to the future evolution of the international crises, 2024 forecasts have to be taken with caution.

COUNTRY	MC turnover annual trend				
	2020	2021	2022	2023 (prel.)	2024 (exp.)
Austria	-8.4%	10.0%	17.4%	13.3%	n.a.
Denmark	-0.8%	16.2%	19.8%	n.a.	n.a.
France	-5.0%	11.5%	15.0%	10.0%	n.a.
Germany	-4.4%	10.3%	14.7%	5.0%	n.a.
Greece	8.5%	19.6%	17.5%	19.1%	14.6%
Hungary	4.8%	0.0%	21.0%	-1.0%	8.0%
Italy	-4.2%	10.9%	13.3%	12.9%	6.1%
Romania	15.2%	-2.6%	18.2%	7.7%	12.9%
Slovenia	4.0%	9.8%	16.1%	5.0%	5.0%
Spain	-5.0%	8.0%	9.5%	6.0%	3.0%
UK	4.5%	18.0%	23.0%	11.0%	9.0%
European panel*	-2.2%	11.8%	16.0%	8.9%	7.2%

Source: Our elaborations on MC turnover – feaco surveys.

* European panel includes all the 11 European countries of the feaco survey, representing 77% of the European GDP. The trends referring to Denmark, Hungary, Romania and the UK are calculated in the local currency to avoid distortions due to the exchange rate. As to 2024, the European panel forecast is based on 7 countries representing 43% of the European GDP.

MC turnover trend (2020-24)



Index number: MC turnover 2019 =100

MC turnover trend (CAGR 2021-23 vs. 2017-19)

In 2021-23, the European panel MC turnover has grown on average 12.2% per year, with a record peak in 2022. Such a growth rate is 50% higher than the one achieved before the pandemic in the 2017-19 period.

The 2021-23 growth goes much beyond a simple short-term recovery from the 2020 downturn during the pandemic. It seems that MC industry is playing a greater role inside the EU panel countries. However, in Hungary and Romania the MC 2021-23 growth is lower than in the pre-covid period, highlight that the readjustment of the MC industry is not over. The same might apply to a lower extent to Spain, Austria and France, whose 2021-23 turnover trend is just slightly above their 2017-19 trend. At the opposite, after the Covid pandemic, the UK, Denmark, and to a smaller extent Greece and Slovenia, accelerated much their post-pandemic growth rates.

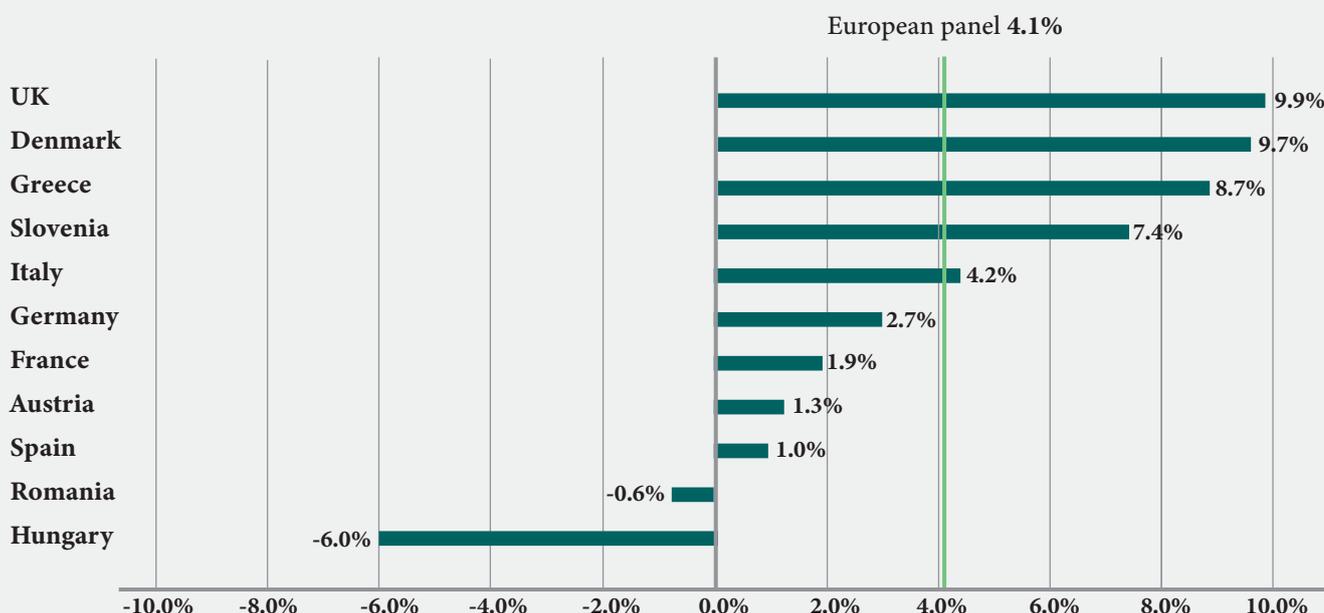
COUNTRY	MC turnover CAGR (2021-23)**	MC turnover CAGR (2017-19)	Differences in MC turnover CAGR (2021-23 vs. 2017-19)
Austria	13.5%	12.2%	1.3%
Denmark	18.0%	8.3%	9.7%
France	12.1%	10.2%	1.9%
Germany	9.9%	7.2%	2.7%
Greece	18.7%	10.0%	8.7%
Hungary	6.2%	12.2%	-6.0%
Italy	12.3%	8.1%	4.2%
Romania	7.4%	8.0%	-0.6%
Slovenia	10.2%	2.8%	7.4%
Spain	7.8%	6.8%	1.0%
UK	17.2%	7.3%	9.9%
European panel*	12.2%	8.1%	4.1%

Source: Our elaborations on MC turnover – feaco surveys.

* European panel includes all the 11 European countries of the feaco survey. These 11 countries represent 77% of the European GDP. The trends referring to Denmark, Hungary, Romania, and the UK are calculated in the local currency to avoid distortions due to the exchange rate.

** In case of Denmark, CAGR refers just to 2021-2022 period.

Differences in MC turnover CAGR (2021-24 vs. 2017-19)



MC turnover vs. GDP (CAGR 2021-23)

In 2021-23, the European panel MC turnover has grown at an average annual rate of 12.2%, much higher than the respective overall economies which had a 5.2% annual growth.

In the UK, Denmark and Greece, the MC industry has performed much better than their respective overall economies. The same applies also to Germany, Austria, France and Italy where MC industry growth rate is significantly higher than the respective GDP.

Differently, in Romania and Hungary the MC industry has performed worse than the overall economy.

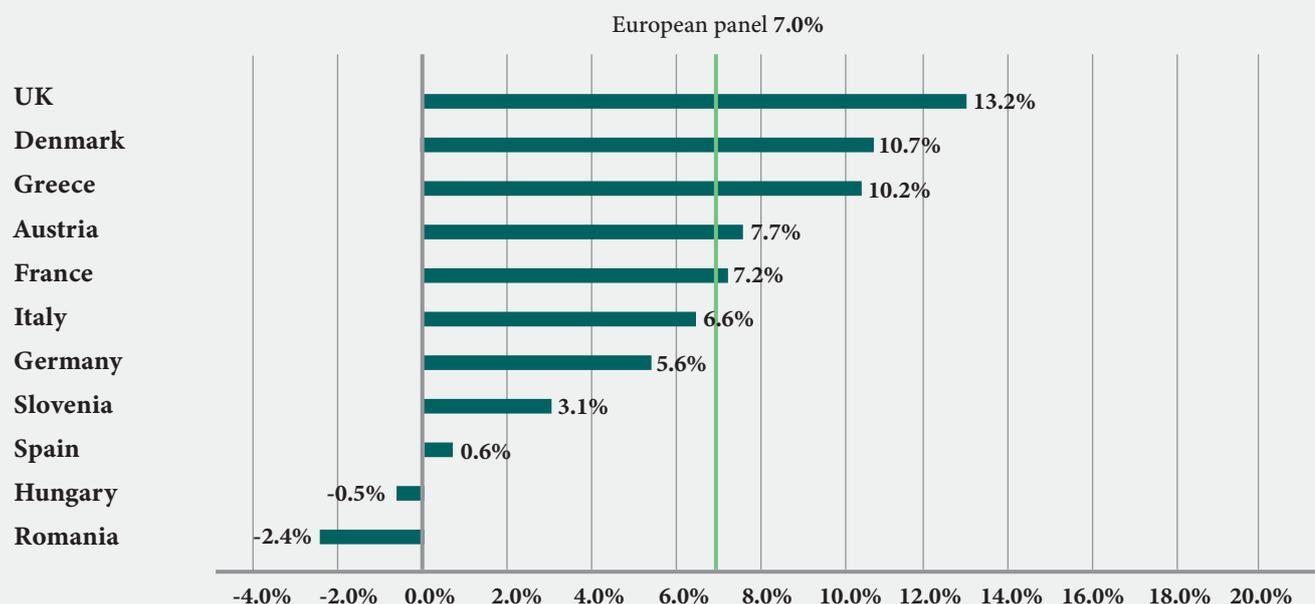
COUNTRY	MC turnover CAGR (2021-23)**	GDP CAGR (2021-23)	Differences between MC turnover and GDP CAGR (2021-23)
Austria	13.5%	5.8%	7.7%
Denmark	18.0%	7.3%	10.7%
France	12.1%	4.9%	7.2%
Germany	9.9%	4.3%	5.6%
Greece	18.7%	8.5%	10.2%
Hungary	6.2%	6.7%	-0.5%
Italy	12.3%	5.7%	6.6%
Romania	7.4%	9.8%	-2.4%
Slovenia	10.2%	7.1%	3.1%
Spain	7.8%	7.2%	0.6%
UK	17.2%	4.0%	13.2%
European panel*	12.2%	5.2%	7.0%

Source: Our elaborations on MC turnover – feaco surveys; GDP – Eurostat 2023, referring to nominal GDP, i.e. GDP at market price.

* European panel includes all the 11 European countries of the feaco survey. These 11 countries represent 77% of the European GDP. The trends referring to Denmark, Hungary, Romania, and the UK are calculated in the local currency to avoid distortions due to the exchange rate.

** In case of Denmark, CAGR refers just to 2021-2022 period.

Differences between MC turnover and GDP CAGR (2021-23)



MC employment trend (2020-23)

After a stable situation in 2020 and a limited increase in 2021 (+5.4%), in 2022 MC employment accelerated its growth rate: +8.4%. Only Slovenia has registered a decline in employment in comparison with 2021. The preliminary estimates for 2023 shows a constant growth trend in MC employment (+7.1%) although MC turnover growth rate has softened.

In 2021 and 2022 in many countries, in particular in Germany and Austria, MC employment grew much less than MC turnover, however in 2023 MC employment growth rate has remained rather stable in spite a significant slowdown in MC turnover. Likely several MC companies plan the growth of their professionals smoothing turnover fluctuation, adapting their chargeability levels.

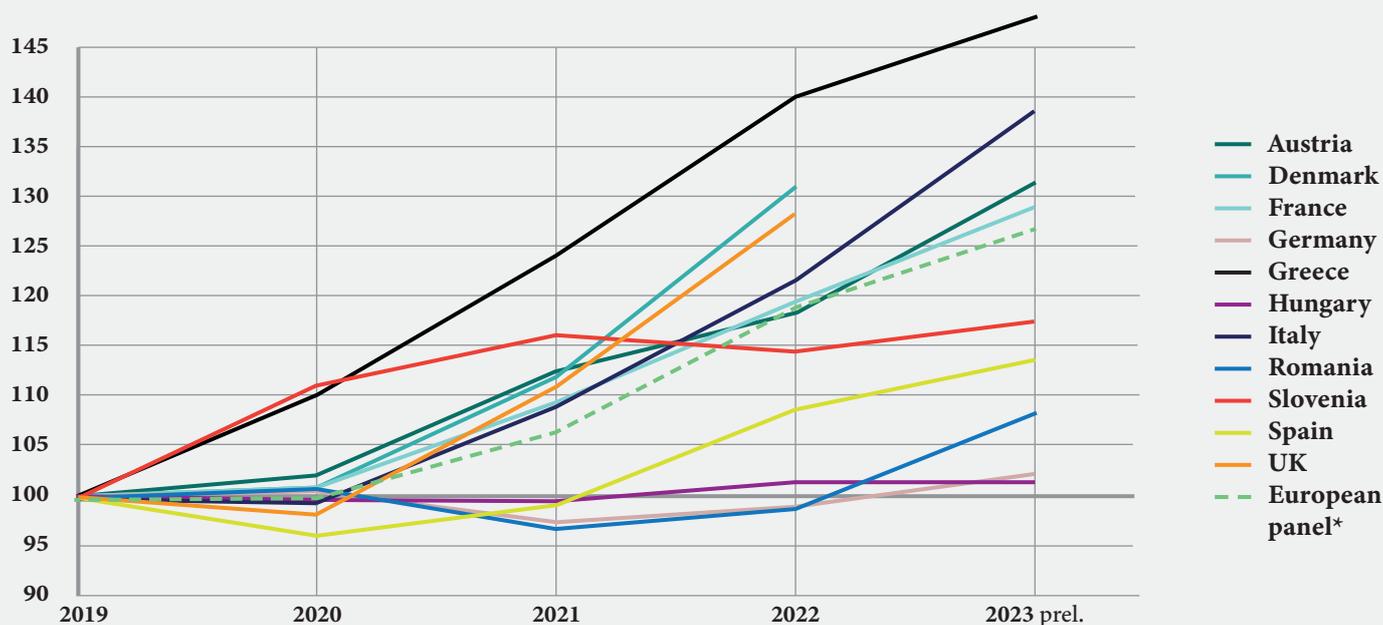
COUNTRY	MC employment annual trend				CAGR (2021-23)**
	2020	2021	2022	2023 (prel.)	
Austria	2.7%	9.4%	5.3%	12.9%	9.2%
Denmark	0.6%	11.4%	16.6%	n.a.	14.0%
France	0.6%	9.0%	9.3%	6.0%	8.1%
Germany	1.0%	-3.5%	0.5%	5.0%	0.6%
Greece	10.0%	12.9%	17.6%	10.0%	13.5%
Hungary	-0.2%	0.0%	1.4%	0.0%	0.5%
Italy	-1.0%	9.5%	12.7%	12.5%	11.5%
Romania	2.9%	-7.3%	2.8%	10.0%	1.6%
Slovenia	10.3%	4.6%	-1.2%	2.0%	1.8%
Spain	-4.5%	4.0%	9.0%	5.5%	6.1%
UK	-2.7%	14.0%	15.9%	n.a.	15.0%
European panel*	-0.3%	5.4%	8.4%	7.1%	7.0%

Source: Our elaborations on MC employment – feaco surveys.

* European panel includes all the 11 European countries of the feaco panel. These 11 countries represent 73% of European employment.

** In case of Denmark and the UK, CAGR refers just to 2021-2022 period.

MC employment trend (2020-23)



Index number: MC employment 2019 = 100

MC employment trend (CAGR 2021-23 vs. 2017-19)

In 2021-23, the European panel MC employment has grown on average 7.0% per year. The average growth rate has been slightly higher than in the 2017-19 period.

In 2021-23 the UK, Denmark, and to a smaller extent, Italy and Greece, has achieved a higher employment trend than in the pre-covid period. At the opposite, countries like Romania and, to a much more limited extent, Germany, France and Hungary have had an MC employment growth below the average 2017-19 trend.

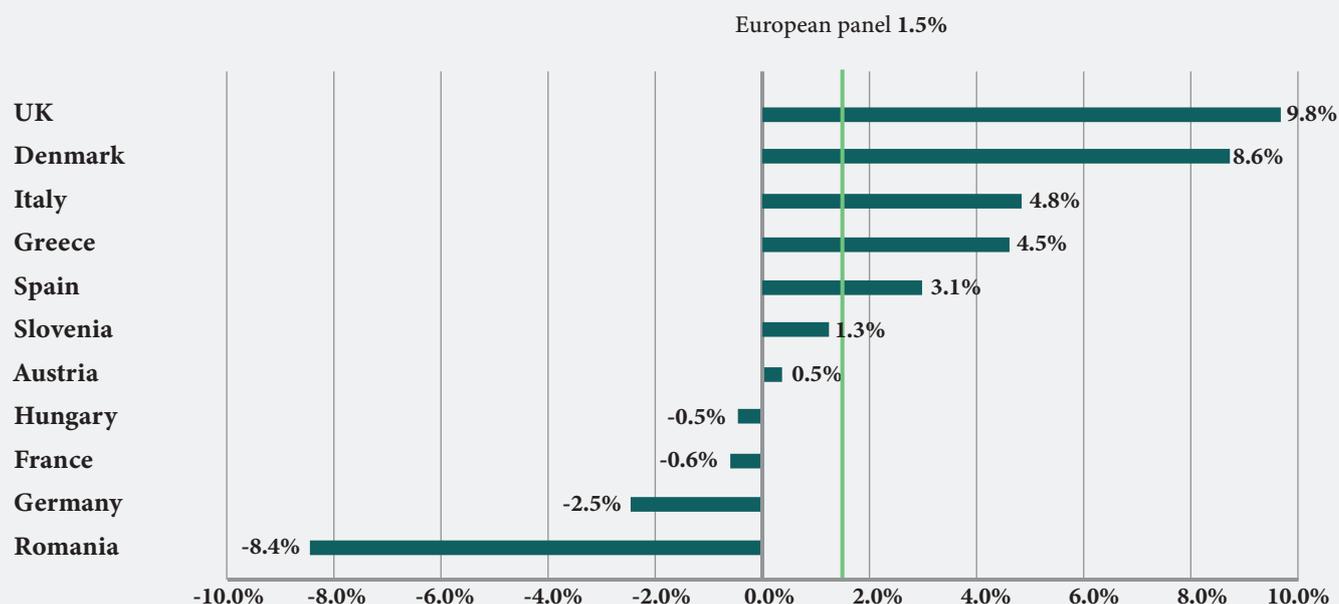
COUNTRY	MC employment CAGR (2021-23)**	MC employment CAGR (2017-19)	Differences in MC employment CAGR (2021-23 vs. 2017-19)
Austria	9.2%	8.7%	0.5%
Denmark	14.0%	5.4%	8.6%
France	8.1%	8.7%	-0.6%
Germany	0.6%	3.1%	-2.5%
Greece	13.5%	9.0%	4.5%
Hungary	0.5%	1.0%	-0.5%
Italy	11.5%	6.7%	4.8%
Romania	1.6%	10.0%	-8.4%
Slovenia	1.8%	0.5%	1.3%
Spain	6.1%	3.0%	3.1%
UK	15.0%	5.2%	9.8%
European panel*	7.0%	5.5%	1.5%

Source: Our elaborations on MC employment – feaco surveys.

* European panel includes all the 11 European countries of the feaco panel. These 11 countries represent 73% of European employment.

** In the case of Denmark and the UK, CAGR refers just to the 2021-2022 period.

Differences in MC employment CAGR (2021-23 vs. 2017-19)



MC employment vs. overall employment (CAGR 2021-23)

In 2021-23, the European panel MC employment has increased on average by 7.0%, while the overall employment has remained rather stable (+0.5%).

In the UK, Denmark, Italy and Greece and, to a smaller extent, France, Spain and Austria, the MC industry has created much more employment than the overall economy, achieving a significant growth even in countries with a rather flat overall employment trend.

Only in Germany and Hungary, and to a smaller extent Romania and Slovenia, MC employment has performed rather in line with the overall employment trend.

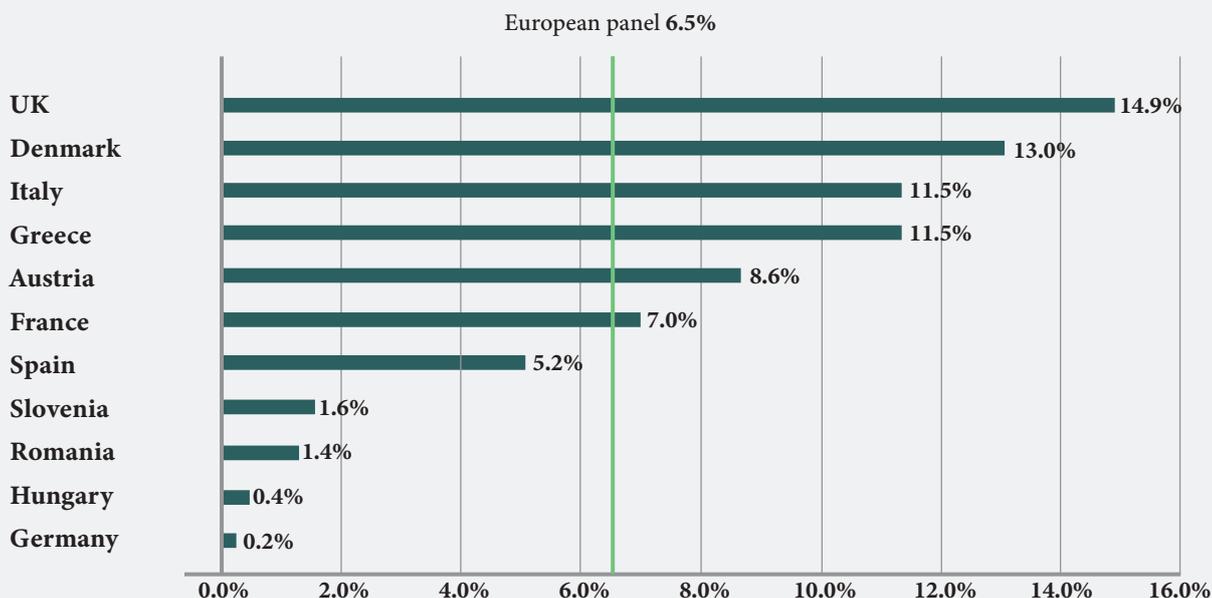
COUNTRY	MC employment CAGR (2021-23)	Overall employment CAGR (2021-23)**	Differences between MC and overall employment CAGR (2021-23)
Austria	9.2%	0.6%	8.6%
Denmark	14.0%	1.0%	13.0%
France	8.1%	1.0%	7.0%
Germany	0.6%	0.4%	0.2%
Greece	13.5%	2.0%	11.5%
Hungary	0.5%	0.1%	0.4%
Italy	11.5%	0.0%	11.5%
Romania	1.6%	0.2%	1.4%
Slovenia	1.8%	0.2%	1.6%
Spain	6.1%	0.9%	5.2%
UK	15.0%	0.1%	14.9%
European panel*	7.0%	0.5%	6.5%

Source: Our elaborations on MC employment – feaco surveys; employment age 15 to 64 – Eurostat 2022.

* European panel includes all the 11 European countries of the feaco panel. These 11 countries represent 73% of European employment.

** In the case of Denmark and the UK, CAGR refers just to the 2021-2022 period.

Differences between MC and overall employment CAGR (2021-23)



MC turnover vs. MC employment (CAGR 2021-23)

In 2021-23, the European panel has increased MC turnover on average by 12.2% per year, while MC employment has grown on average 7.0% per year.

In all European panel countries, MC turnover has grown on average more than the MC employment. The difference between these two trends is very high in Germany and Slovenia, while very limited in Italy and Spain. Such divergent trends can be simply due to an increase in the chargeability levels, but they might be related to structural differences in the post-covid recovery: either greater use of IT tools in the consulting activities or increased consulting fees, or a mix between them.

COUNTRY	MC turnover CAGR (2021-23)**	MC employment CAGR (2021-23)***	Differences between MC turnover and employment CAGR (2021-23)
Austria	13.5%	9.2%	4.3%
Denmark	18.0%	14.0%	4.0%
France	12.1%	8.1%	4.0%
Germany	9.9%	0.6%	9.3%
Greece	18.7%	13.5%	5.2%
Hungary	6.2%	0.5%	5.7%
Italy	12.3%	11.5%	0.8%
Romania	7.4%	1.6%	5.8%
Slovenia	10.2%	1.8%	8.4%
Spain	7.8%	6.1%	1.7%
UK	17.2%	15.0%	2.2%
European panel*	12.2%	7.0%	5.2%

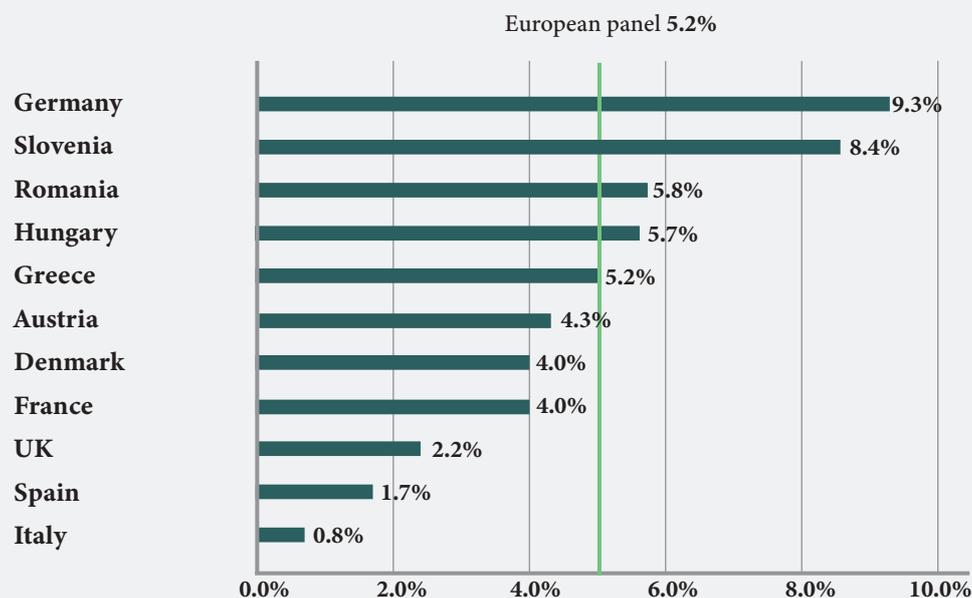
Source: Our elaborations on MC turnover and MC employment – feaco surveys.

* European panel includes all the 11 European countries of the feaco panel. These 11 countries represent respectively 80% of the European turnover and 73% of European employment.

** In the case of Denmark, MC turnover CAGR refers just to the 2021-2022 period.

***In the case of Denmark and the UK, MC employment CAGR refers just to the 2021-2022 period.

Differences between MC turnover and employment CAGR (2021-23)



MC productivity trend (2021-23)

MC productivity (calculated comparing the MC turnover trend and the MC employment trend) is considered by consulting firms as an important performance indicator, since it is related both to the average chargeability (i.e. the number of days a consultant is billed to clients) and to the average price level (the daily consulting fees).

In 2021-23 period, average productivity has increased in all the European panel countries, in particular in Germany and Slovenia.

Qualitative evidence from the different MC National Associations highlights that, during the pandemic, a reduction both in chargeability and in prices impacted heavily on this performance indicator. From scattered evidence, it appears that the increase in the productivity has been driven mainly by an increase in the chargeability. The increasing availability of new IT tools powered by generative AI might further foster productivity.

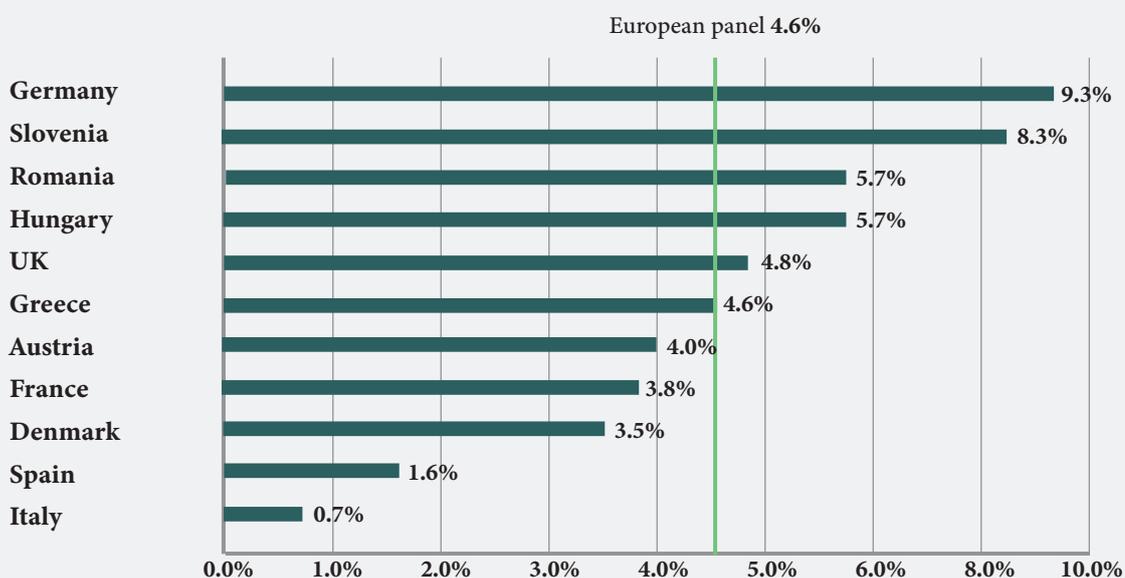
COUNTRY	MC productivity annual trend			CAGR (2021-23)**
	2021	2022	2023 (prel.)	
Austria	0.5%	11.5%	0.4%	4.0%
Denmark	4.3%	2.7%	n.a.	3.5%
France	2.3%	5.2%	3.8%	3.8%
Germany	14.3%	14.2%	0.0%	9.3%
Greece	5.9%	-0.1%	8.2%	4.6%
Hungary	0.0%	19.2%	-1.0%	5.7%
Italy	1.3%	0.5%	0.3%	0.7%
Romania	5.0%	15.0%	-2.1%	5.7%
Slovenia	5.0%	17.5%	2.9%	8.3%
Spain	3.8%	0.5%	0.5%	1.6%
UK	3.5%	6.1%	n.a.	4.8%
European panel*	5.7%	7.3%	1.0%	4.6%

Source: Our elaborations on MC turnover and MC employment – feaco surveys.

* European panel includes all the 11 European countries of the feaco panel. These 11 countries represent 73% of European employment.

** In the case of Denmark and the UK, CAGR refers just to the 2021-2022 period.

MC productivity trend (2021-23)



MC turnover market share by Service Lines (European panel 2022)

In 2022 Technology, Strategy and Operations are the three main service lines, with a market share around 23%, 21% and 20% respectively. These service lines have grown along the years in relationship with the strong involvement of MC firms in supporting digital transformation processes.

People & Change and Finance & Risk represent other important service lines, with a market share around 16% and 10% respectively.

Sales & Marketing, with market share around 4% is the smallest among the service lines we are considering (it is not included in the Hungarian and in the Romanian survey).

The “Other” service line is not a homogenous category, including from the management and implementation of EU co-funded programs to Economic & Regulatory advisory, with relevant variations from country to country.

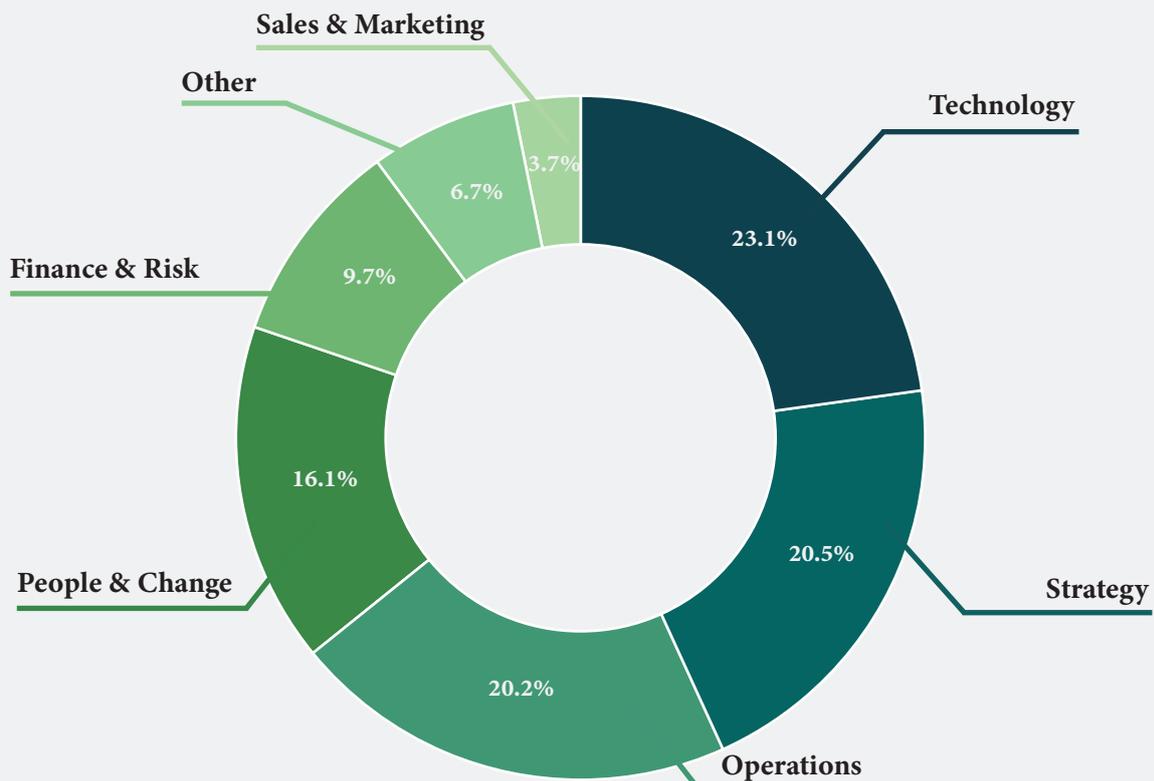
COUNTRY	Technology	Strategy	Operations	People & Change	Finance & Risk	Sales & Marketing	Other
Austria	3.9%	20.9%	11.5%	17.4%	7.5%	7.4%	31.4%
France	23.5%	21.0%	12.0%	20.5%	6.0%	2.5%	14.5%
Germany	22.2%	19.4%	40.2%	12.2%	2.3%	3.7%	n.i.
Greece	25.0%	17.0%	16.0%	4.0%	16.0%	3.0%	19.0%
Hungary	53.0%	16.0%	14.0%	4.0%	4.0%	n.i.	9.0%
Italy	22.5%	18.0%	12.3%	6.9%	26.6%	7.5%	6.2%
Romania	8.0%	29.0%	17.0%	13.0%	8.0%	n.i.	25.0%
UK	27.0%	23.0%	8.0%	26.0%	12.0%	2.0%	2.0%
European panel*	23.1%	20.5%	20.2%	16.1%	9.7%	3.7%	6.7%

Source: Our elaborations on MC turnover split by service lines – feaco surveys.

* European panel includes only 8 European countries of the feaco survey as detailed data for Denmark, Slovenia and Spain are missing. These 8 countries represent 67% of European GDP.

n.i. means not included in the survey.

MC turnover market share by Service Lines (European panel 2022)



MC turnover trend by Service Lines (European panel 2022)

In 2022, the very strong growth of the MC industry has been driven by consulting projects related to People & Change (+30.3%) and Strategy (+22%), probably linked to the fact that many clients are building-up their post-covid structures and strategies and are asking consultants to support them in such an effort.

All the other service lines – except Sales & Marketing – are growing rather in line with the overall market growth. Sales & Marketing service line, after a very significant increase in 2021, has softened its growth rate.

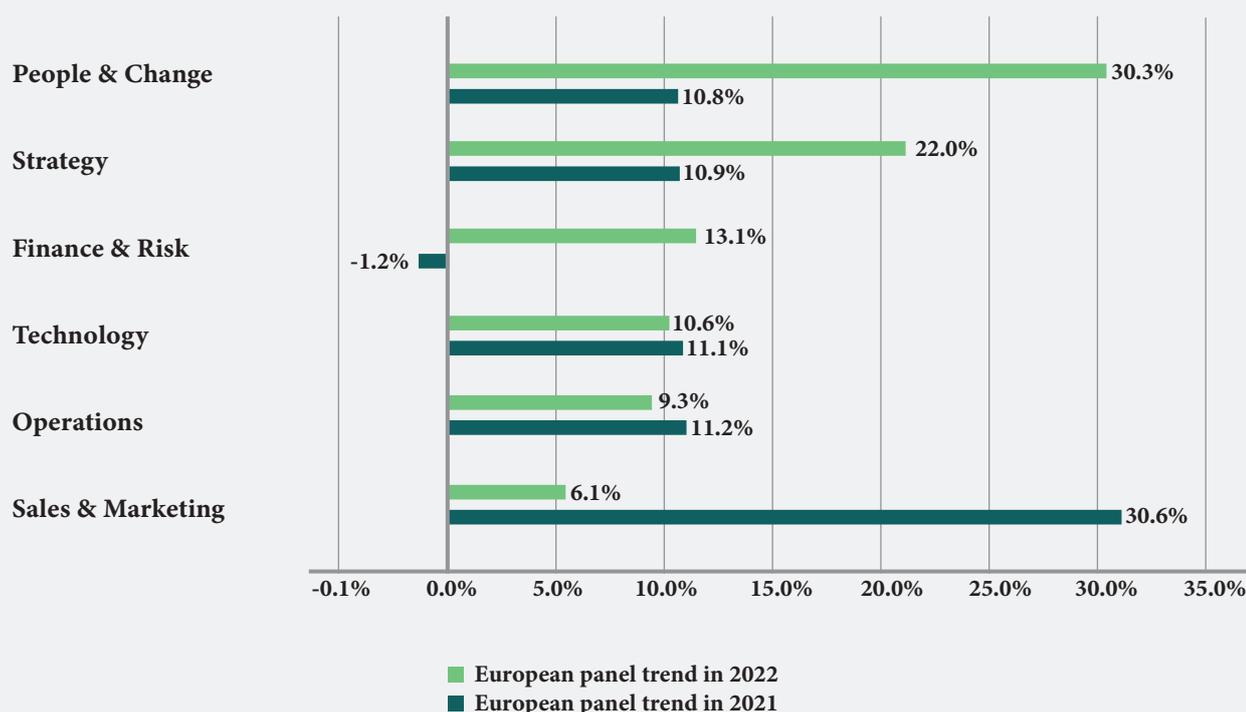
SERVICE LINE**	European panel trend in 2022*	European panel trend in 2021*
People & Change	30.3%	10.8%
Strategy	22.0%	10.9%
Finance & Risk	13.1%	-1.2%
Technology	10.6%	11.1%
Operations	9.3%	11.2%
Sales & Marketing	6.1%	30.6%

Source: Our elaborations on MC turnover split by service lines – feaco surveys.

* European panel includes only 9 European countries of the feaco survey as detailed data for Slovenia and Spain are missing. These 8 countries represent 67% of European GDP.

** The “Other” service line is not reported in the above table as it is not a homogenous category and its trend would not convey a clear information on the actual market dynamics.

MC turnover trend by Service Lines (European panel 2021 and 2022)



MC turnover market share by Client Industries (European panel 2022)

In 2022 Financial Services have been the highest spender with almost 27% of the MC turnover. Consulting in the Consumer & Industrial Products, that traditionally used to be the highest spender, has shifted to the second position, representing almost 25% of the market. Public Sector is on average the third largest spender, with a market share of around 15%. In Romania, and Greece, Public Sector is the MC's largest segment, and in the UK and in Spain the Public Sector is the second largest segment.

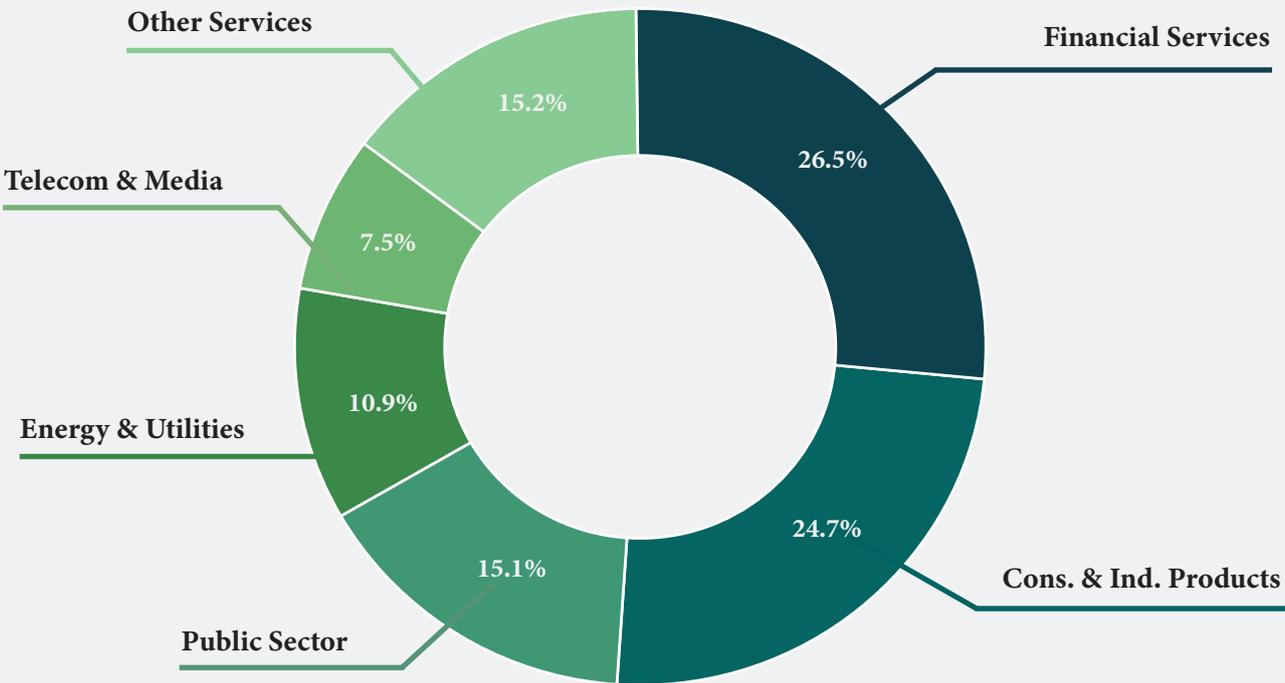
Energy & Utilities and Telecoms & Media represent the fourth and fifth largest spenders, with almost 11% and almost 8% of the overall MC market respectively.

The "Other Services" category is not a homogenous industry, including from logistic services to tourism, from retail to business services, with relevant variations from country to country and within each country.

COUNTRY	Financial Services	Cons. & Ind. Products	Public Sector	Energy & Utilities	Telecoms & Media	Other Services
Austria	5.9%	37.1%	8.9%	3.4%	4.0%	40.7%
France	30.0%	24.0%	11.5%	12.0%	3.0%	19.5%
Germany	23.6%	32.4%	10.0%	8.8%	8.1%	17.1%
Greece	23.0%	13.0%	35.0%	10.0%	4.0%	15.0%
Hungary	14.0%	21.0%	9.0%	31.0%	16.0%	9.0%
Italy	29.3%	29.0%	10.9%	9.9%	8.1%	12.8%
Romania	14.8%	9.2%	60.0%	2.8%	n.i.	13.2%
Spain	29.9%	14.6%	16.4%	11.8%	13.1%	14.2%
UK	29.0%	17.0%	24.0%	14.0%	9.0%	7.0%
European panel*	26.5%	24.7%	15.1%	10.9%	7.5%	15.2%

Source: Our elaborations on MC turnover split by client industries – feaco surveys.
 * European panel includes only 9 European countries of the feaco survey as detailed data for Denmark and Slovenia are missing. These 9 countries represent 75% of European GDP.
 n.i. means not included in the survey.

MC turnover market share by Client Industries (2022)



MC turnover trend by Client Industries (European panel 2022)

In 2022, management consulting towards Consumer & Industrial Products has been the fastest growing client industry: + 20.5%. After the significant decline during the pandemic, clients from this industry are strongly demanding consulting services, as they also did in 2021.

Also the Energy sector, that has been impacted much by the international crisis, has asked much more advice: + 18.9%.

Telecom & Media and Financial Services have been growing between 15 and 15.5%. While a very high rate, it is nevertheless slightly less than the overall MC market.

The Public Sector, in spite of many consulting assignments related to launching and managing Recovery Funds related initiatives across Europe, has been the slowest growing industry: +12.4%. Its growth rate is in line with the 2021 and did not take advantage of the acceleration in the overall MC market.

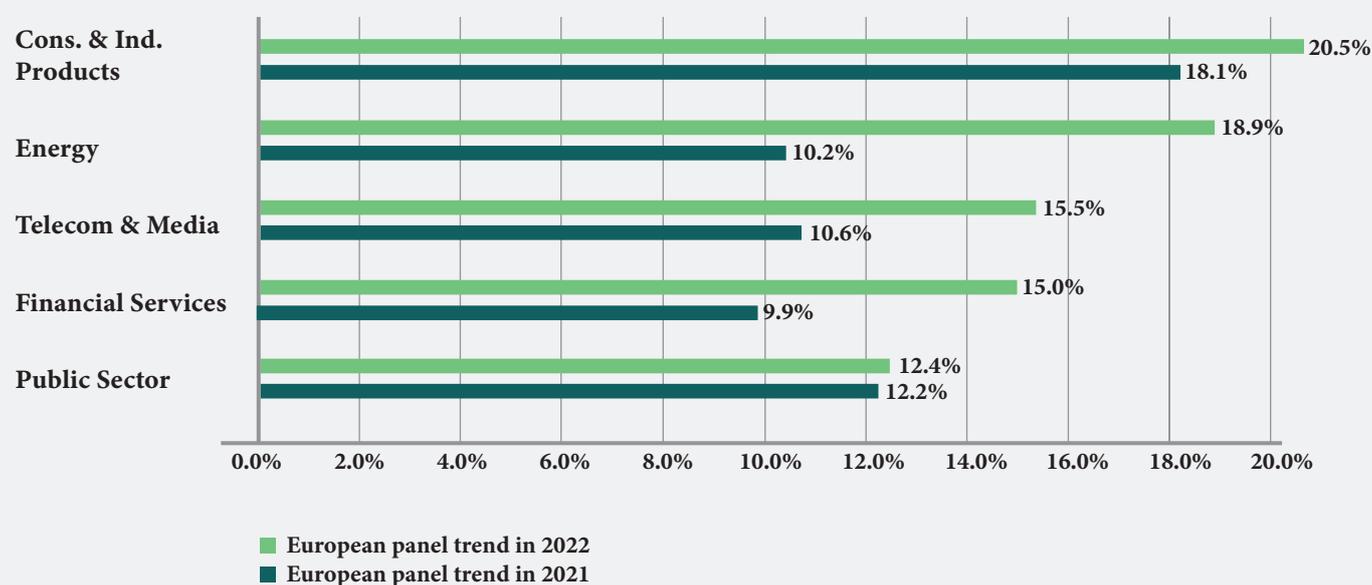
INDUSTRY**	European panel trend in 2022*	European panel trend in 2021*
Cons. & Ind. Products	20.5%	18.1%
Energy	18.9%	10.2%
Telecom & Media	15.5%	10.6%
Financial Services	15.0%	9.9%
Public Sector	12.4%	12.2%

Source: Our elaborations on MC turnover split by client industries – feaco surveys.

* European panel includes only 9 European countries of the feaco survey as detailed data for Denmark and Slovenia are missing. These 9 countries represent 75% of European GDP.

** The “Other Services” category is not reported in the above table as it is not a homogenous industry and its trend would not convey a clear information on the actual market dynamics.

MC turnover trend by Client Industries (European panel 2021 and 2022)



Focus on Ukraine

Key data on the Management Consulting industry (2022)

Turnover	Employment	Turnover/professional
Approximately 45 Million EUR	About 960 management consultants	Approximately € 40-45,000 per year

In the conditions of martial law, Ukrainian companies found themselves faced with the need to change their strategy, search for new markets (especially foreign ones), form new business models and operational efficiency tools. This affected the services and products provided by consultants. A distinctive feature of consulting is the cross-functionality of services, which combines elements of strategic, financial and operational consulting. Most consulting requests involve assistance in updating a strategic idea, finding promising markets (in particular in Europe), developing attractive business models, and supporting the implementation of investment projects.

In the consulting process, clients have been increasing their demand not only for business knowledge and assistance, but also for emotional support in these difficult circumstances. For this reason, the demand for mentoring, coaching and psychological support has increased significantly.

Significant financial assistance from donor organizations (such as the European Union, GIZ and USAID) targeted to support Ukrainian entrepreneurs and companies, created a request for assistance in preparing grant applications, business plans, and investment proposals in accordance with international standards.

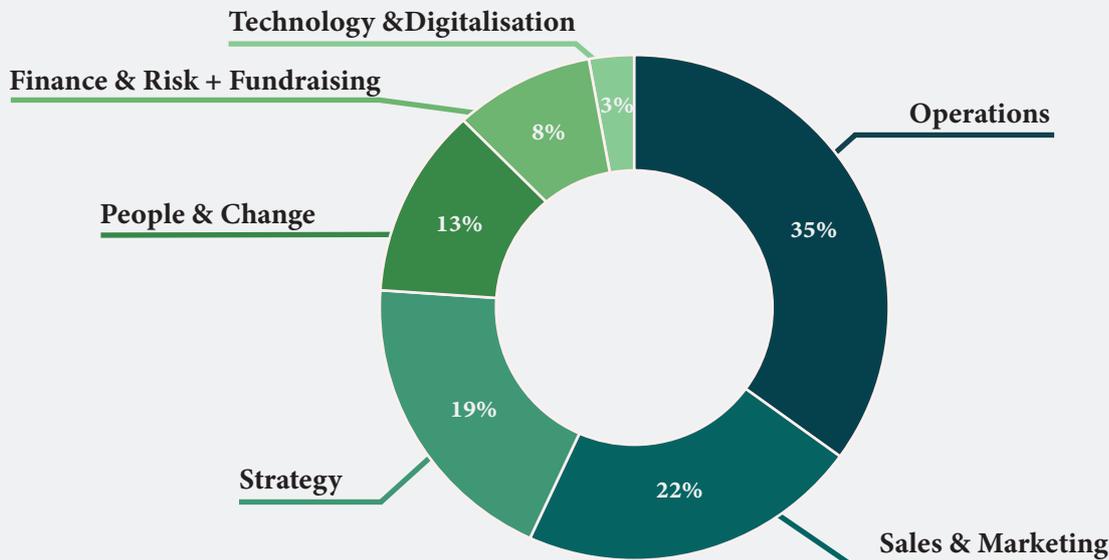
Management Consulting Industry trends

In 2022 Management Consulting industry, like all other industries, has been facing difficulties because of the war and its overall turnover declined by almost 10%.

Within such a challenging scenario, consulting assignments have been driven by a strong request for new marketing and operational management tools as well as new sales approaches and technologies. The opening of the export opportunities has increased the number of requests for the development of export strategies and entry strategies into international markets. Internationalization has become a catalyst for changes in strategy, marketing, and operational management, including risk and reputation management.

The destruction of the internal markets of goods and services, the reshaping of the labour market, and the changes in logistics chains have increased the demand for expert assistance in managing changes, in optimizing organizational design and business processes, and in implementing new management tools.

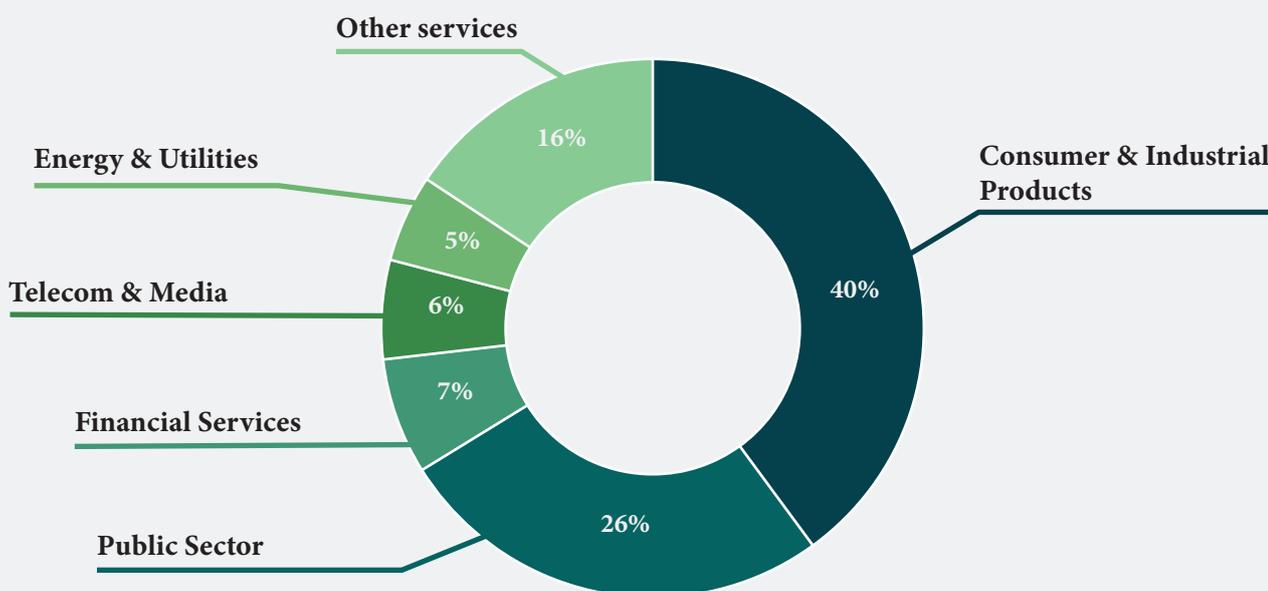
MC market by Service Lines has had the following distribution in 2022



In 2022-2023, large manufacturers of metallurgical, mining and energy companies suffered losses of a significant share of the territory with production capacities, which significantly reduced their demand for consulting services. As a result, thanks to donor support, small and medium-sized businesses became the main buyer of consulting services. Consulting services are most in demand by companies belonging to the food, light industry, agro-industrial complex, retail, construction, and furniture businesses. There was a significant demand for consulting expert assistance from business organizations providing medical, professional, and service services.

Thanks to donor projects aimed at supporting communities and reforming public administration, consulting in the public sector is actively growing. The emergence of new forms of partnership, volunteer associations, the creation of alliances, cluster formations created a demand for the formation of a strategic vision of these organizations, processes of communication interaction and financial support for their effective activities.

MC market by Client Industry has had the following distribution in 2022



The National Association - CMC-Ukraine

This country profile has been prepared on the basis of the information provided by the Ukrainian Association of Management Consultants (CMC-Ukraine). CMC-Ukraine was established in 2011 as a platform for the development of the management consulting profession and management culture in Ukraine. Today, the CMC community unites 101 members. Since 2022 CMC-Ukraine is a member of FEACO CMC-Ukraine is a carrier of unique information about requests, pains and needs of Ukrainian business, understanding what tools, approaches and consulting practices are effective in the extremely difficult times the Country is facing. This makes it possible to build projects, form programs of team and individual support not only for business, but also for authorities and local self-government, public organizations, professional associations and several international organizations and donors, with the aim of supporting the Ukraine recovery and reset the consulting market for the needs of wartime.

Examples of initiatives carried out by CMC-Ukraine are:

- a project on “Business Development Services provided to Ukrainian MSME in crisis due to the ongoing war” (coordinated by GIZ on behalf of the German Government), developing the UBER Emergency Consulting methodology. For this project CMC-Ukraine received an International Constantinus Award 2023 and the Gabriel Al-Salem Foundation’s International Award for Excellence in Consulting 2023.
- an online School of Marketing and Business Development Planning.
- consultancy services for Mykolaiv business as part of the sustainability support program “Toward the Recovery”.
- the capacity building component of the Project “Access to finance and MSME resilience support in Ukraine” within an international cooperation between the EU and Ukraine in the field of trade.

Legend on Service Lines and Client Industries

The MC market has been analysed by Service Lines, considering the following seven major segments: strategy, operations, sales & marketing, finance & risk management, people & change, technology and other services.

Strategy: this activity supports organisations in analysing and redefining their strategies, improving their business operations and optimising their corporate and business planning, business modelling, market analysis and strategy development. It also includes governance of major organisation redesigns, including company-wide transformation/restructuring programmes and strategic advisory in major financial transactions (M&A, IPO, etc.).

Operations: these activities are related to the integration of business solutions through Business Process Re-engineering (BPR); customer/supplier relations management (CRM); turnaround/cost reduction; purchasing & supply chain management, including manufacturing, research and development (R&D), product development and logistics.

Sales & Marketing: these activities aim to evaluate and redesign Sales & Marketing activities in terms of customer insight and relationship management, sales and channel management, product portfolio management and branding, and digital marketing.

Finance & Risk Management: these activities support organisations in analysing and redefining their planning, budgeting and performance management models and improving their capabilities in measuring and optimising enterprise risks (credit, market, operational, environmental, quality, etc.). They also support addressing regulatory requirements and developing compliance management.

People & Change: these activities support organisations in dealing with the effects that change has on the human element of the organisation (Change Management), which also includes Human Resources (HR) Consulting, targeting the improvement of the 'people' element of an organisation through HR strategies, performance measurement, benefits, compensation and retirement schemes, talent development programmes and executive coaching.

Technology: this activity supports organisations in evaluating their IT strategies with the objective of aligning technology with business processes. These services include strategic support for decisions related to the planning and implementation of new technologies for business applications, including IT Network & Security and Data Centre architecture.

Other Services: these activities include a variety of professional services complementary to MC projects, such as training, market studies, outplacement, executive selection and recruitment.

The MC market has been analysed by Clients, considering the most relevant economic sectors.

The **Consumer and Industrial Products sector** includes Aerospace & Defence; Automotive; Consumer Products; High Tech Products; Machinery; Chemicals, Pharmaceutical & Biotech; and Other Manufacturing Industries.

The **Financial Services Sector** includes Banking & Financial Services; Insurance.

The **Energy & Utilities Sector** includes Oil & Gas; Chemicals & Petrochemicals; Utilities.

The **Telecom & Media Sector** includes Communication; Media & Entertainment; Telecommunications; Publishing.

The **Other Services Sector** includes Retail; Travel & Leisure; Private Healthcare; Software & Computer Services; Business Services.

The **Public Sector** includes Governments (both at a Central and Local level); Supranational Institutions (EU, WB, EIB, etc.); and Public Healthcare.

Methodological Approach

National data on MC turnover, employment, service lines and client industries have been provided by the respective MC national associations.

European panel trends have been estimated by weighting the national trends on the basis of either the GDP at market prices or the overall employment from aged 15 to 64 years old. Year 2019 has been established as base year for all the weighted averages.

Relevant statistics have been acquired from Eurostat and from OCSE (as to UK after Brexit).

This report is based on the data provided by the National Associations of **Austria, Denmark, France, Germany, Greece, Hungary, Italy, Romania, Slovenia, Spain** and the **United Kingdom**.

Austria

National Association



Austrian Professional Association for Management Consultancy, Accounting and Information Technology
www.ubit.at | www.incite.at

Italy

National Association



ASSOCONSULT- Italian Association of Management Consulting Firms
www.assoconsult.org

Denmark

National Association



ADMCF – Association of Danish Management Consulting Firms
www.danskindustri.dk

Romania

National Association



AMCOR, Romanian association of Management Consulting Companies
www.amcor.ro

France

National Association



Syntec Conseil
www.syntec-conseil.fr

Slovenia

National Association



Association of Management Consulting of Slovenia
www.gzs.si

Germany

National Association



Germany BDU e.V., German Association of Management Consultants
www.bdu.de

Spain

National Association



Spanish Association of Consulting Companies
www.aecconsultoras.com

Greece

National Association



Hellenic Association of Management Consulting Firms (SESMA)
www.sesma.gr

United Kingdom

National Association



A POSITIVE FORCE FOR THE ECONOMY AND SOCIETY
The Management Consultancies Association
www.mca.org.uk

Hungary

National Association



Association of Management Consultants in Hungary-VTMSZ
www.vtmsz.hu

Ukraine

National Association



CMC Ukraine
www.cmc-ukraine.com

This report was prepared for feaco by:

Corrado Cerruti (University of Rome Tor Vergata)

with the support of **Simone Borra** and **Andrea Appolloni**, (University of Rome Tor Vergata)

The University of Rome Tor Vergata is part of the **YERUN network**.



feaco

3/4/5 Avenue des Arts
B-1210 Brussels (Belgium)
feaco@feaco.org

www.feaco.org