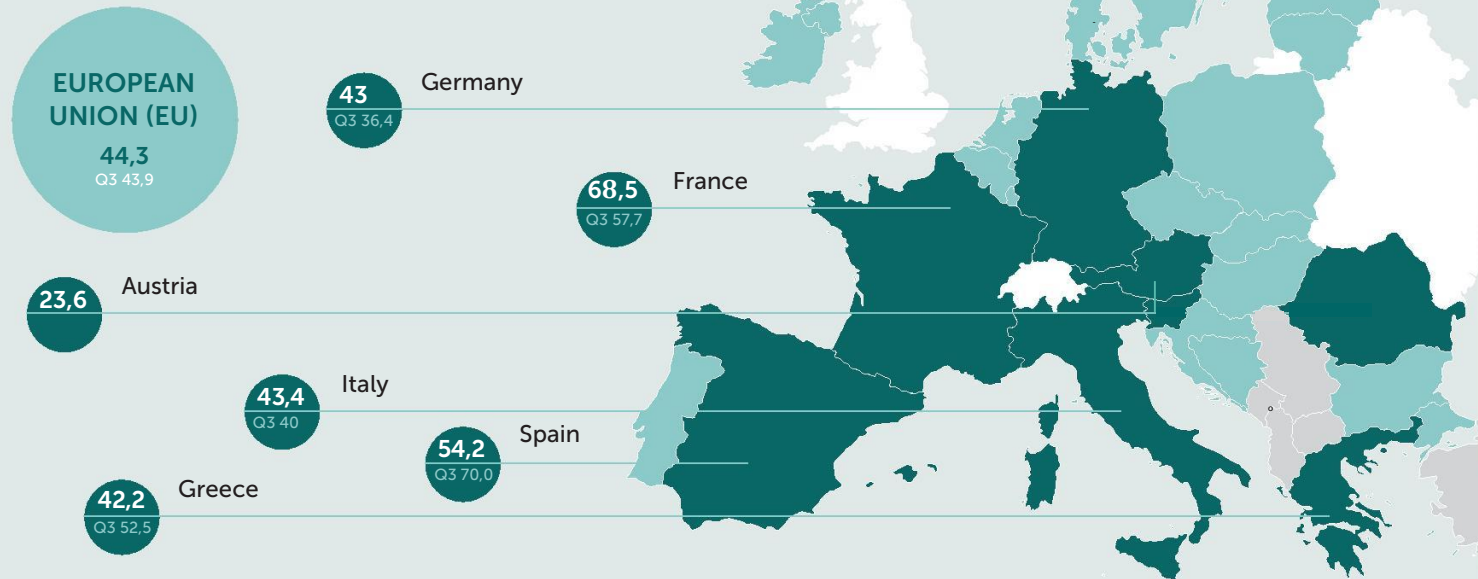


STATE OF BUSINESS INDEX | Q4 2021

(Range -100 to +100)



The current edition of the Feaco Business Climate Index shows an overall positive market assessment of participants in Q4 2021. Currently, the Feaco barometer stands at an index value of 44.3.

The best mood currently prevails among French management consultancies. Consultants from Austria are the least optimistic about the market in the coming quarter.

	Europe	France	Germany	Greece	Italy	Austria	Spain
Retrospect: Turnover development within the last three months							
Increase	54%	81%	55%	80%	25%	17%	67%
Stable	43%	19%	35%	10%	75%	83%	33%
Decrease	3%	0%	10%	10%	0%	0%	0%
Present state of business...?							
Good (above budget)	42%	52%	56%	45%	37%	17%	42%
Satisfying	51%	48%	32%	40%	63%	66%	58%
Dissatisfying (below budget)	7%	0%	12%	15%	0%	17%	0%
Current number of assignments...?							
Large	35%	76%	41%	30%	12%	0%	50%
Satisfying	54%	19%	43%	55%	75%	83%	50%
Dissatisfying	10%	5%	10%	15%	12%	17%	0%
Outlook: Business expectations for the coming six months compared with the previous six months							
Better	62%	86%	48%	60%	62%	50%	67%
Stable	34%	14%	46%	35%	25%	50%	33%
Worse	8%	0%	6%	5%	12%	0%	0%
State of the Industry Index Q4 2021	44,3	68,5	43	42,2	43,4	23,6	54,2

ABOUT THE FEACO BAROMETER

The level of business activity of the consulting industry requires a finely-tuned steering given the frequency and reactivity with which it is evolving. That is why the index supplied by the barometer of the consulting barometer offers a tool that makes it possible to anticipate the industry's short-term and mid-term developments. This index is the result of a mathematical calculation based on the German Ifo Index (see www.cesifo-group.de) integrating two quality factors:

- The perception of the current situation as experienced by consulting companies.
- Their estimation of the short-term trends.
- It makes it possible to draw conclusions at two levels: The evolution of the situation of each respondent country over time and the difference in the evolution of each Feaco member country.
- The Feaco barometer is quarterly and factors in the data obtained from the Feaco member countries France, Spain, Germany, Greece, Italy and Austria.

ABOUT THE FEACO

FEACO, the European Federation of Management Consultancies Associations, is a not-for-profit organisation. Established in 1960, the Federation counts 15 national member associations.

The general purpose of FEACO 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.