

The Rise of Independent Professional Work & Changing Demand from European Employers

A research study from Source Global Research
for Odgers Connect



Independent Professionals: an untapped opportunity hiding in plain sight

This is believed to be the first in-depth study of how organisations are transforming the way they work with external professionals, and the impact of that transformation on independent professionals more specifically. This study was commissioned by Odgers Connect, a division of the global executive search firm Odgers Berndtson, which places independent consultants.

To provide an in-depth analysis a survey was run by Source Global Research, gathering views from 250 CXOs [corporate executives at the c-suite level e.g. CEO, CFO], functional heads and other senior executives, based in the UK, Germany, Switzerland and the Netherlands in late 2017. 76% of respondents have spent more than £5million on consulting in the past two years.

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Executive Summary

The 'gig economy' is often associated with low-paid, insecure work and exploitation. However, a growing 'professional gig economy' of highly-skilled professionals is flourishing in the background, and is already changing the shape of the professional services industry.

The professional services sector in the UK alone is worth around £215bn a year, and a growing proportion of it is made up of independent professionals. Nowhere is the 'professional gig economy' having more of an impact than in the rapidly evolving management consulting industry:

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- In the UK we estimate that, of the £9.75bn of work delivered by consultants in 2016, almost one-fifth, valued at around £2bn, is attributable to independent consultants.
- Both companies and independent consultants gain freedom and flexibility that they can't get from bigger, traditional management consulting firms. In fact, almost half of organisations (48%) say flexibility is an important reason for selecting an independent consultant over a conventional firm – making this factor far more important than price.
- On top of that, companies say that independent consultants deliver higher-quality work than consultants at traditional firms in four of the consulting services we asked about, and are seen as on a par in a further two. As a result, they intend to increase the use of independent consultants in the future, as flexibility of their operating model is a top driver for change.
- Where high demand and high quality overlap, we see two sweet spots for independent consultants:
 - The first is regulatory work. Long seen as a safe haven and reliable source of income by the biggest management consulting firms, most companies actually think the quality of work delivered by independent consultants is higher than that delivered by traditional firms. 27% of organisations expect to increase their use of independent consultants in this area.

- Similarly, companies describe the technology work delivered by independent consultants positively compared with traditional firms, and almost a third expect their use of independent consultants to increase as they seek help with data analytics and digital technology.
- Organisations say that independent consultants' lack of global coverage can be a deterrent, but with the vast majority of consulting delivered domestically, this seems to be more of a psychological than an actual barrier.
- Brexit is likely to prove an opportunity for independent consultants as organisations grapple with tight deadlines and rapid changes. Companies will need access to specific skills on a flexible basis, both of which independent consultants can provide at a more attractive price point than traditional firms.
- Companies' main concern centres on the lack of quality control when sourcing independent consultants. At present, and unlike at the lower end of the gig economy, there are few well established and trusted platforms to assist and, in any case, in the professional services market organisations are looking for guarantees of quality and a robust assessment of capability.
- As a result, most organisations currently use personal connections and recommendations from trusted peers to find the right talent. With their use of independent consultants set to increase, and particularly so in hard-to-find areas like digital and data analytics, this will soon become unsustainable. There's a clear need for third parties such as recruiters and agencies to provide the quality control that companies require.
- Solve this issue, and the conditions – high demand, a skilled talent pool waiting in supply, and a trend towards more flexible and fluid operating models – are ripe for a boom in the use of independent consultants.

High demand, skilled talent and more flexible operating models point to a boom.

The Rise of the Professional Gig Economy

The rising number of workers in the ‘gig economy’ too often conjures up an image of a Millennial struggling to get their career started in the face of uncertainty, or of low-paid workers subjected to contentious zero-hours contracts.

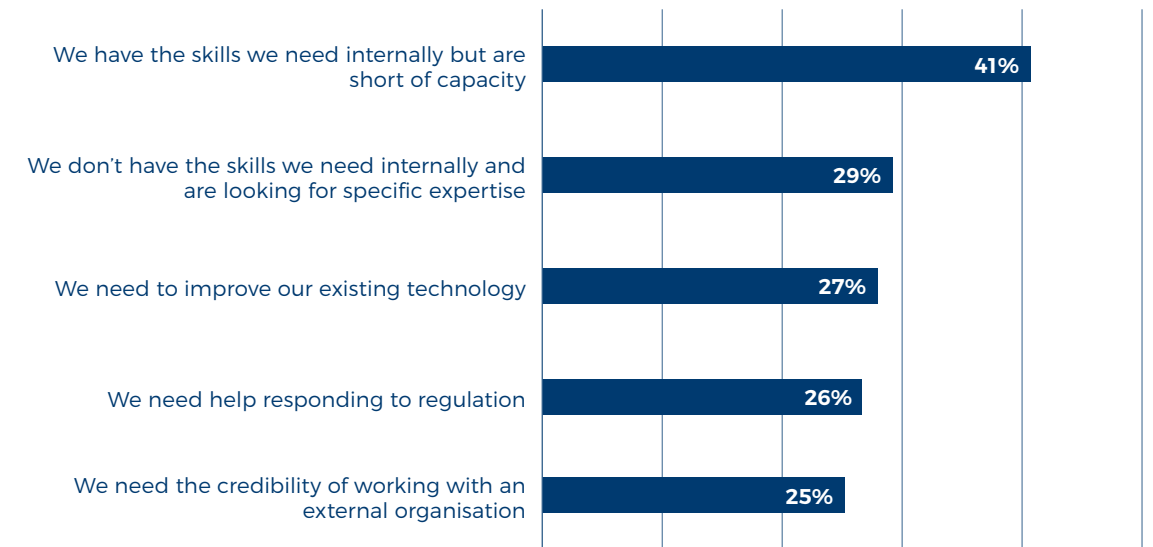
Cost structures of most organisations increasingly now rely on access to external support.

Quietly, behind the headlines, there’s another revolution in working patterns – in what could be called the ‘professional gig economy’ – and the story here is a positive one. These are highly experienced, often entrepreneurial professionals, who are, perhaps tired of the bureaucracy of working for large, white-collar organisations. They have therefore set up on their own, picking and choosing contracts, building their networks and are taking charge of their own career trajectory.

At least as important a driver however is that cost structures of most organisations increasingly now rely on access to external support. “This organisation would cease to function if we couldn’t bring in external help,” says one COO we interviewed. Much like no one in their right mind would keep a plumber lodging in their spare room just in case the shower starts to leak, it makes no sense for organisations to keep an armoury of capability internally for every eventuality. The need for access to certain skills but only some of the time has helped push the professional services industry to £215bn in the UK alone.

As a result, the main thrust of the demand for external support comes from coping with short-term spikes in workload. In fact, 41% of the organisations we surveyed in the UK say that they have the professional skills they need internally, but are simply short of capacity to get everything done (Figure 1). Expertise remains important – sometimes you do need that plumber – and 29% cited this, with technology and help with new regulation being key. Nor has the need for credibility gone: a quarter of executives said that this is an important reason for bringing in outside help.

Figure 1: The top five reasons why clients need external professional help



Note: Chart shows UK respondents only; respondents could pick two options

All professional services firms have grown as a result of this shift – but the cocktail of issues facing organisations ranging from their strategy, to operations, to technology, and more, perhaps benefits management consulting most. We’ve focused on this segment of the independent professional market because it most clearly demonstrates the quality of work on offer and is sufficiently well developed to illustrate both how independent consultants are making their mark on the competitive landscape and a shift in how organisations think about consulting support.

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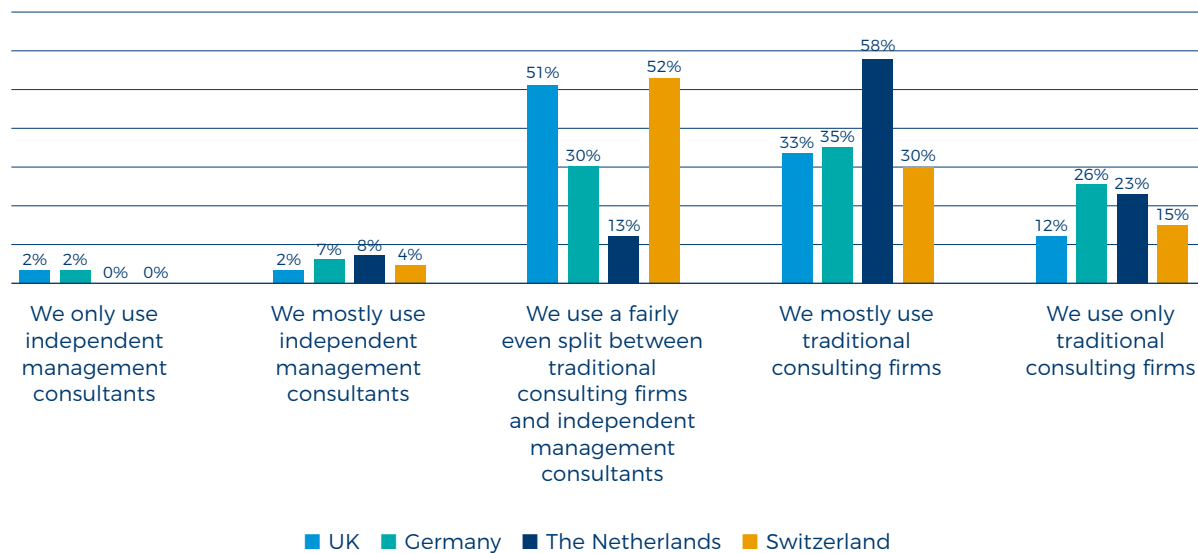
The Use of Independent Consultants is Growing

The need for capacity, capability, and credibility – the top reasons organisations turn to external support – should play into the hands of the more traditional, big firms that dominate the consulting market. They boast prestigious reputations, large numbers of bright people, and the breadth of skills many organisations are looking for. And indeed, this is still where companies are most likely to turn. (Figure 2). But 40% of organisations, the largest group, told us they now use a fairly even split of traditional management consulting firms and independent consultants.

In fact, in the UK, where over half of organisations say they're using a balance of traditional firms and independent consultants, we estimate that independent consultants delivered around £2bn of work in 2016. Although it's still significantly smaller than the proportion delivered by traditional consulting firms (£7.3bn), it's a segment that's growing.

It's tempting to think that the growth in organisations' use of independent consultants must be driven by one thing: price. It's a well-known fact that independent consultants lack the overheads of a traditional management consulting firm, and so can offer their services at lower rates, our research shows price is important but not the principal reason why organisations are increasingly likely to turn to the independent consultant market.

Figure 2: To what extent does your organisation, in your opinion, buy consulting support from traditional management consulting firms and from independent consultants?



40% of organisations, the largest group, told us they now use a fairly even split of traditional management consulting firms and independent consultants.

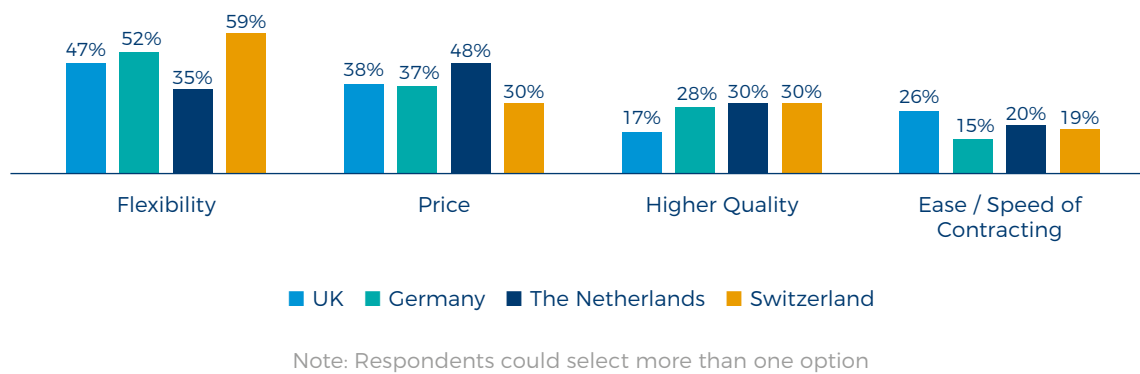
There are some clear differences between countries – organisations in the UK and Switzerland are most likely to be using an even mix of both, while organisations in Germany and the Netherlands are more likely to be reliant on traditional consulting firms. But it remains clear that independent consultants make up a sizeable part of the market.

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Organisations need more flexible operating models

When asked why organisations would select an independent consultant over a big firm, flexibility is nearly always more important than anything else. Overall, 48% of organisations selected this, while 38% selected price (Figure 3).

Figure 3: The top four reasons why clients pick independent consultants rather than traditional consulting firms



When asked what's driving change in their business models, 58% of organisations say a need for greater organisational flexibility is key.

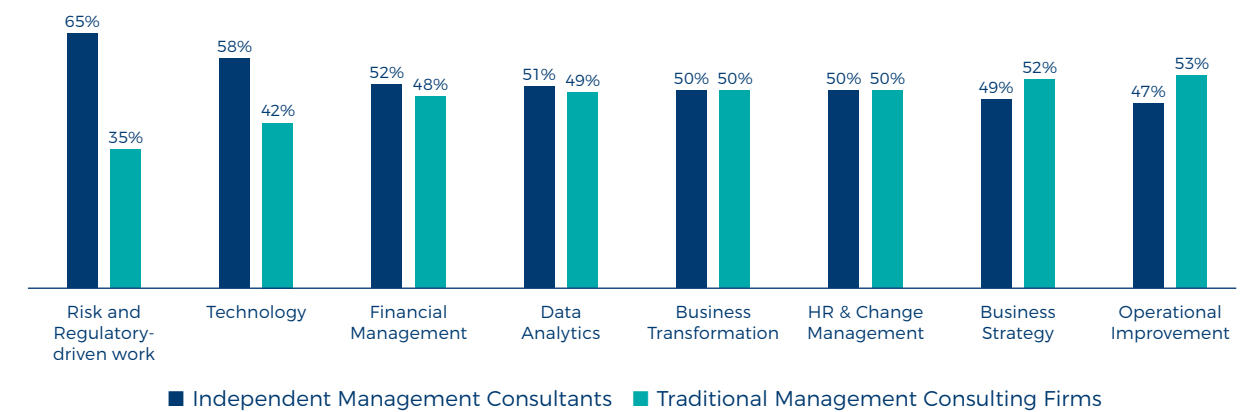
Organisations in the Netherlands are the exception, but this is most likely a reflection of the high numbers of independent consultants in this market, leading to greater competition on rates. Related to flexibility, 22% also say the ease and speed of contracting is a reason to go with an independent. Perhaps unsurprisingly, this is more important to the biggest organisations we surveyed, and those with the largest expenditure on consulting services; both are more likely to have to navigate procurement departments, and perhaps having just one bureaucracy to deal with is easier than adding that which comes with a big firm, too.

It's a theme that's not set to go away any time soon. When asked what's driving change in their business models, 58% of organisations say a need for greater organisational flexibility is key. It's important to all organisations, but those in the UK and Germany - the biggest consulting markets covered in this research - say it's even more important (60% and 65% respectively).

Organisations say they get higher-quality work from independent consultants than they do from traditional firms

As well as flexibility and price, 23% of organisations also say that higher quality is a top reason to go with an independent consultant rather than a traditional firm. When we asked them to compare the quality of work delivered by both parties in specific consulting services, the results were conclusive: independent consultants deliver higher-quality work in four of the eight areas we asked about, and were equal in a further two (Figure 4).

Figure 4: Proportion of clients that think traditional firms or independent consultants provide higher-quality work in each area



This might come as a surprise - an assumption that big firms have the best people, the best tools, and can bring collective experience to bear might suggest their work will be of a higher quality. Somewhat ironically, however, a firm's size and breadth of experience could actually be the reason perceptions of the quality of their work is weaker: organisations often associate quality with specialism. When asked why they hire independent consultants, the top three reasons given are all related to specialism: the need for specific expertise; help with responding to regulation; and help with improving existing technology. By contrast, specific expertise is a far less common reason to engage a traditional consulting firm, while far more say they hire these firms when they're short on capacity. By nature, independent consultants require a clear specialism, while bigger consulting firms suffer from the perception that they're broad-based generalists, offering good quality in a number of areas, but unable to be the best in all categories.

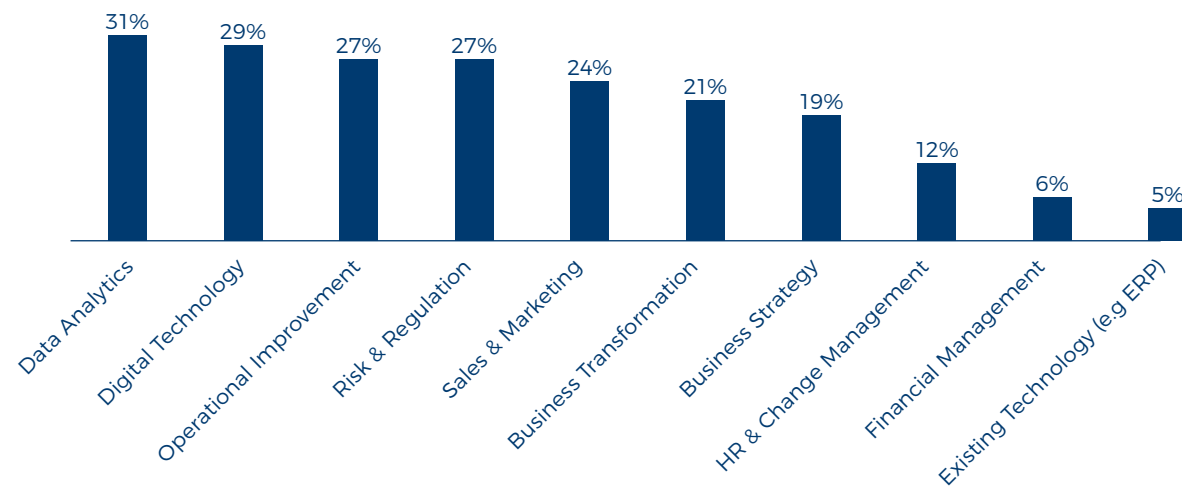
Figure 5: Why do you hire independent consultants and traditional management consulting firms?



Where High Quality and High Demand Meet: The Sweet Spots

Given organisations' positive perceptions of the quality of independent consultants' work and their increasing need for organisational flexibility, many plan to make more use of them in the future.

Figure 6: The areas in which clients expect to make more use of independent consultants



Note: Respondents could select more than one option

Data analytics and risk & regulation are primed for rapid growth of independent consultants.

Respondents were asked what they expect they'll be using more independent consultants for. The answer is, well, just about everything. In all the consulting services, organisations expected to see an increase in the number of independent consultants used (Figure 6).

While this is great news for the vast majority of independent consultants, it's particularly good for those in the areas where high proportions of organisations expect to make more use of them, and where they also think the quality of work on offer is significantly higher in the independent pool than the traditional firms. These sweet spots are primed for rapid growth.

Regulation: no longer the preserve of the Big Four

Regulatory work is often associated with the Big Four. With their formidable accounting practices, financial expertise, and huge volumes of consultants at the ready, it feels like a natural fit when companies need people in abundance to ensure they're compliant by a certain time.

But as the burden of regulation has grown since the financial crisis, companies have seen increasing proportions of their budgets swallowed up by it. Under the pressure of regulatory deadlines, projects related to innovation and growth have been sacrificed on the altar of compliance. With several major deadlines looming in 2018 and beyond, companies are still under pressure to comply but increasingly, neither can they ignore the need to modernise their businesses. As a result, many are looking to control their regulation budgets more tightly and seek greater value. Our research points to evidence of a growing recognition that the best solution isn't always a big consulting firm.

The harder work is where independent specialists make the most impact.

36% of respondents say that they hire traditional management consulting firms because they need help with responding to regulation; 27% say the same about independent contractors. Big firms are still likely to be king when a company needs 200 consultants on the ground to get something done quickly – the scalability and simplicity of having one partner in charge can make their lives much easier. But the harder work – ensuring regulatory compliance delivers value, and help a company to meet wider business aims – is perhaps where the independent specialists make the most impact. This may explain why companies see such a huge difference in the quality of the work delivered (Figure 5) and why so many intend to make more use of them.

Digital and data analytics: the tide raising all the boats

Already, more than one in five organisations (21%) say they hire independent consultants because they need them to help exploit new digital technologies. This is set to grow even more. Almost a third of hiring organisations expect to increase their use of independent consultants in data analytics and digital technology in the next three years (31% and 29% respectively). With half of the new growth in the global consulting market coming from digital transformation. This is also an area where organisations rate the quality of independent contractors' work more highly than that of traditional firms, we think this represents a particularly exciting opportunity.

As well as high-quality work, almost half of organisations (48%) say they prefer to use an independent consultant rather than a firm for the flexibility it gives them. Almost a third (28%) describe an innovative approach as one of the most important factors they consider when selecting an independent consultant.

In a world in which project timelines are shrinking, fresh approaches are required, and transformation is often sold in smaller chunks rather than multi-million-pound deals, independent consultants allow companies to turn the tap on and off whenever they need to.

“Almost a third of firms expect to increase their use of independent consultants in data analytics and digital technology.”

The Things That Should Hold Independent Consultants Back, Don't

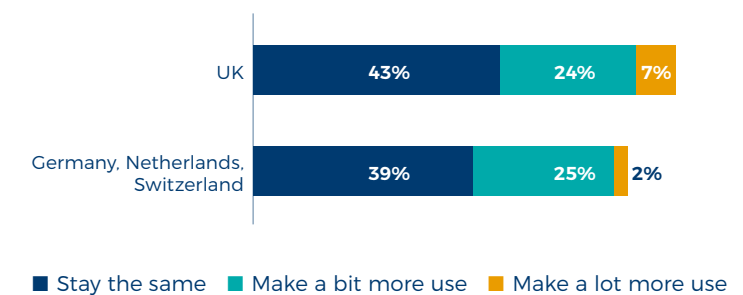
Brexit: potentially an opportunity

Brexit may have put a brake on the consulting market generally – uncertainty in whatever form has always tended to have a negative impact, causing organisations to pause or cancel planned projects until political, economic, or other situations have become clearer. It seems, however, that many are learning to live with uncertainty, and investing anyway – the rude health of many large consulting markets being evidence of that (the UK and Germany being particularly buoyant).

Independent consultants could be expected to be among the first to go when an organisation faces uncertainty, but our research paints a very different picture. Overall, 29% of respondents say they expect their use of independent consultants to increase as a result of Brexit, regardless of where they are based. In the UK – where Brexit will have the greatest impact – that rises to 31%, with 7% saying they will make “a lot” more use of them as a consequence (Figure 7).

We think Brexit will prove a boom for the consulting industry, particularly independent consultants.

Figure 7: To what extent do you anticipate that Brexit will have an impact on your organisation's use of independent management consultants?

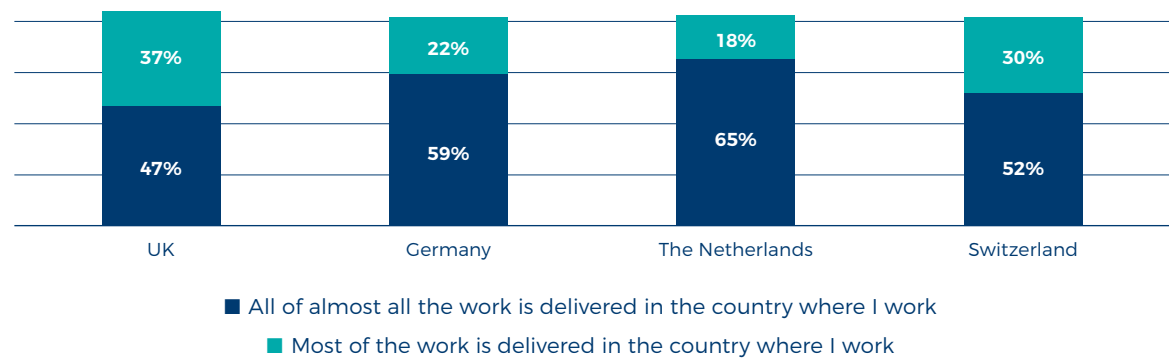


Much in the way that regulation proved a boom for the consulting industry after the financial crisis, we think Brexit is set to do the same, and that independent consultants are particularly well positioned to succeed. Companies will be forced to grapple with urgent issues by specified deadlines, but will not want to recruit permanent resources to do this. Independent contractors offer them greater flexibility than a traditional firm, the same or even higher-quality work, and all at a more attractive price point.

Organisations' global ambitions doesn't mean consulting work is delivered around the world

One advantage of using a global management consulting firm is that they can support a company around the world using their network of offices. This is particularly important at the moment - when there's uncertainty at home, when many companies are looking to build their businesses internationally to insulate themselves from domestic risk.

Figure 8: Most consulting services are delivered in the country where clients work



Over half (53%) say that most of the consulting work they buy is done where they are'.

The lack of global coverage offered by independent consultants is one of the most important factors in deterring organisations from using them. Overall, 28% of those we surveyed described this as something that puts them off, with organisations in the UK and Netherlands speaking most strongly about this. And it makes sense - a one-man-band can't physically be in more than one place at one time.

But while this might be a psychological barrier, it doesn't seem to translate into how they actually use consultants. Over half (53%) say that most of the consulting work they buy is done where they are, while 30% say that all or almost all of it is local. For this reason, we suspect that independent consultants' lack of global coverage is unlikely to hurt their segment much in the future.

But organisations do have concerns about where to find high-quality independent professionals

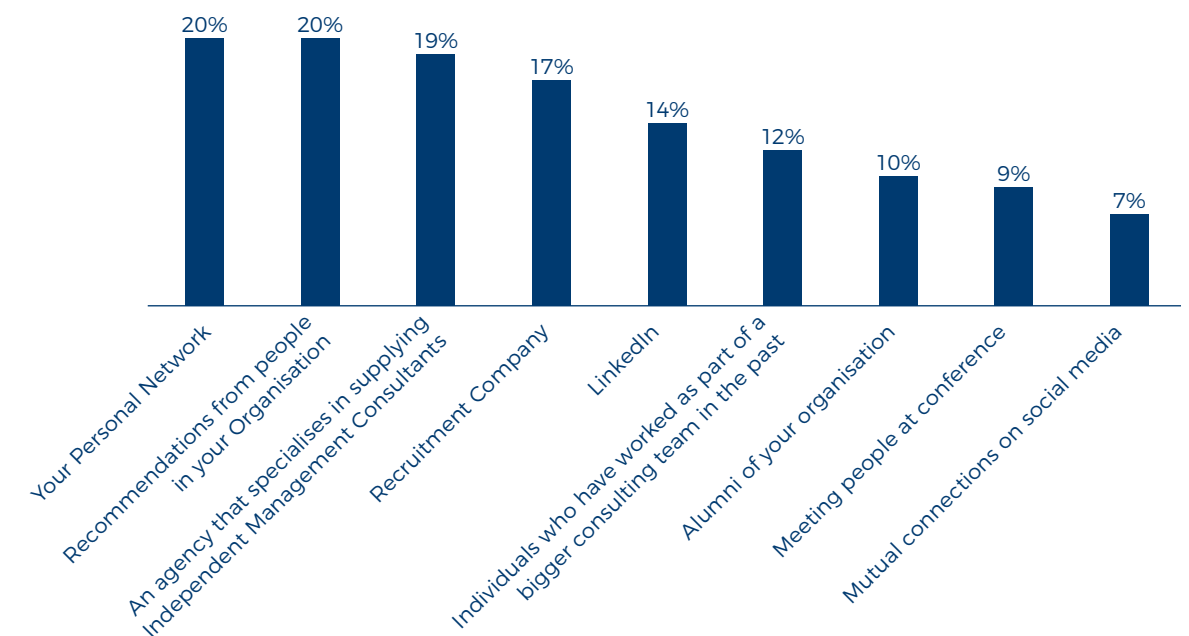
If there is one concern that rings loud and clear, it's about where organisations can find high-quality professionals. Quality control is the number one deterrent for using independent professionals - overall, 31% say a lack of it puts them off using independent consultants, with concerns most acute among organisations in the UK, Germany, and the Netherlands.

Given what we've heard about the high-quality work companies say independent consultants deliver, we think this concern says far more about how organisations access the market - and its current level of development - than about the capability of the talent pool.

Quality control is the number one deterrent for using independent professionals.

Perhaps because companies are worried about not quite getting the right person for their needs, they rely heavily on their own networks. Personal connections and recommendations from people they work with are the most common routes for finding independent management consultants; both are more heavily relied upon than specialist agencies or recruitment companies.

Figure 9: How do you source independent management consultants?

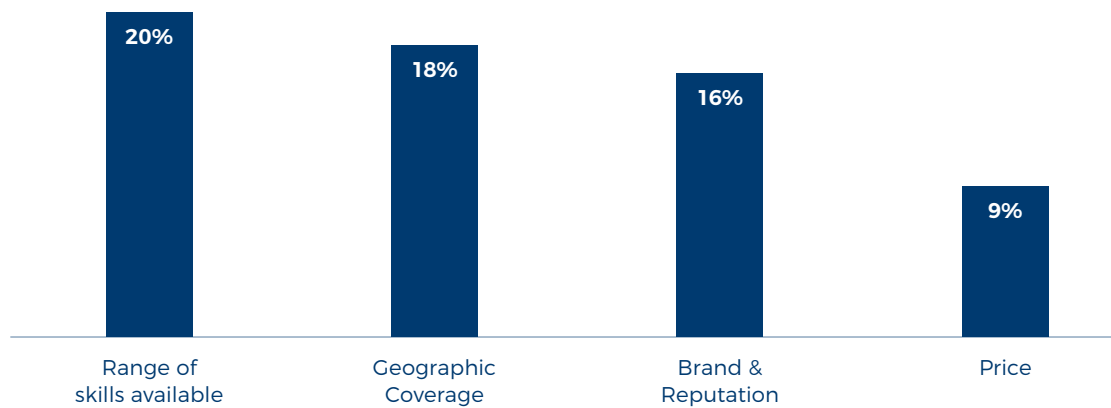


Relying on companies' own resourcefulness to find independent professionals will soon become unsustainable.

As the use of independent consultants grows and many of the skills organisations are after – data analytics and digital being a prime example – being hard to find, relying on companies' own resourcefulness will soon become unsustainable. With the range of challenges facing organisations, and the breadth of skills required, they are likely to look to recruitment firms and third party agencies to help find the skills they need, and there's a clear role for them to play.

Recruitment firms and agencies can act as the quality control that organisations worry so much about, and they can also offer them flexibility and a broad range of skills at a reasonable price. To win the trust of organisations, they'll need to demonstrate that they have a range of skills within their network, good geographical coverage, and a solid brand and reputation; these factors are much more important than the prices charged by a third party (Figure 10).

Figure 10: When using an agency to provide independent management consultants, what factors influence your choice of agency?



The Shape of Things to Come?

Entrepreneurial professionals are increasingly taking the bull by the horns and leaving the safety – and restrictions – of large firms to set up on their own. The brightest and best don't necessarily want to stay on the consulting firm ladder, preferring the flexibility contracting gives them – resulting in a highly-skilled talent pool that can be accessed as and when organisations need.

Flexibility is key to this, for organisations and independent consultant, and we think this trend is only going to become more important in the coming years. With looming regulation deadlines and the march towards Brexit, it's already clear that companies will need to deal with several large spikes in workload that won't make sense to resource with permanent employees. Neither, in many cases, will it make sense to use a traditional consulting firm – organisations often find their 'pyramid' approach to projects needlessly inflexible and overly expensive. And when the quality of the work delivered is as good, and in many cases better than that provided by the big names, it's not hard to see why we think this is a section of the professional services industry that will grow from strength to strength. The operating models of companies are changing – many organisations are focusing on the areas of competitive advantage, happy to let a third party manage aspects of their business that fail to differentiate them, and happy to only house the capabilities they really need internally. Gone, too, are the days of a job for life; these days, people expect to have several jobs – and even careers – in their lifetime.

“Organisations are focusing on the areas of competitive advantage.”

Country Overviews

The majority of survey respondents (51%) are based within the UK. As a result the UK market is the main point of comparison throughout this report. The country overviews for Germany, Switzerland and the Netherlands (detailed below) provide a deeper level of insight about the key points of differentiation for these markets.

Germany

20% of German organisations cited brand and reputation as their main consideration.

When German organisations need external support, they are most likely to turn to traditional consulting firms. Just 9% of respondents said they mostly or only used independent management consultants. Yet, when organisations do make use of independents they are left highly impressed by the quality of their output; independent consultants are perceived to provide higher quality work in a number of service lines. In risk & regulation, for example, 69% of respondents thought independent consultants delivered better work than traditional firms. The quality of subject matter experts is also the main factor respondents consider when they bring in independent consultants.

Independent consultants have a clear role to play in the technology sphere: 43% of respondents said the use of independents arose from the need to improve existing technology, while 19% said they used independents for their digital requirements, too. Respondents views put independents firmly in front for quality of their technology work, with 59% who think they have the edge over traditional firms.

One of the barriers for independent consultants in this market seems to lie in their lack of brand and reputation. It's an attribute of great importance to German organisations, and 20% of respondents cited this as the main consideration when bringing in a traditional consulting firm. Yet buyers take a very different approach to sourcing independent consultants, with the most popular method being through personal recommendations – despite concerns about a lack of quality control in the independent market. There is a clear opportunity for agencies to provide individuals with the high quality skills that organisations value, together with the quality assurance they feel is lacking when they source independent consultants directly.

Switzerland

For organisations in Switzerland, the need to work across borders is particularly important. Given the number of international organisations headquartered in Switzerland, the ability to work between countries—and the different knowledge and perspective that brings—is a clear advantage for independent consultants in this market. Indeed, finding a differentiating advantage is key for independent consultants, given respondents current propensity to rely on traditional firms; not a single respondent said they relied solely on independent consultants.

Still, the current landscape presents numerous opportunities for independent consultants to increase their presence in the Swiss market. Organisations see independent consultants at the forefront of new, digital technologies, and 26% of respondents said they would turn to them for help in exploiting these. The flexibility that independent consultants offer is also highly prized, with 59% of respondents citing this as the primary driver for selecting independents rather than traditional consulting firms.

In common with the other markets, respondents in Switzerland saw independent consultants as leading for quality in several areas. Risk & regulation and data analytics were the two stand-out service lines, with 70% and 67% of respondents respectively saying the quality delivered by independents was higher than that delivered by traditional firms. It's particularly fortuitous that independent consultants are well regarded for risk & regulation, as this is an area in which 44% of respondents see their usage of independents growing in the short term.

59% of Swiss respondents cited flexibility as the primary driver for selecting independents.

63% of respondents cite specific expertise as the reason for hiring independents.

The Netherlands

Organisations in the Netherlands have a very clear requirement when it comes to independent consultants: 63% of respondents cite specific expertise as the reason for bringing them on board. And organisations are happy to leverage this expertise in the core areas of their business, with HR & change and operational improvement the two services in which independent consultants are most highly sought after. Respondents have very positive views about the quality independent consultants deliver, too – with risk & regulation and technology the two areas in which respondents saw the biggest gap between traditional firms and independents.

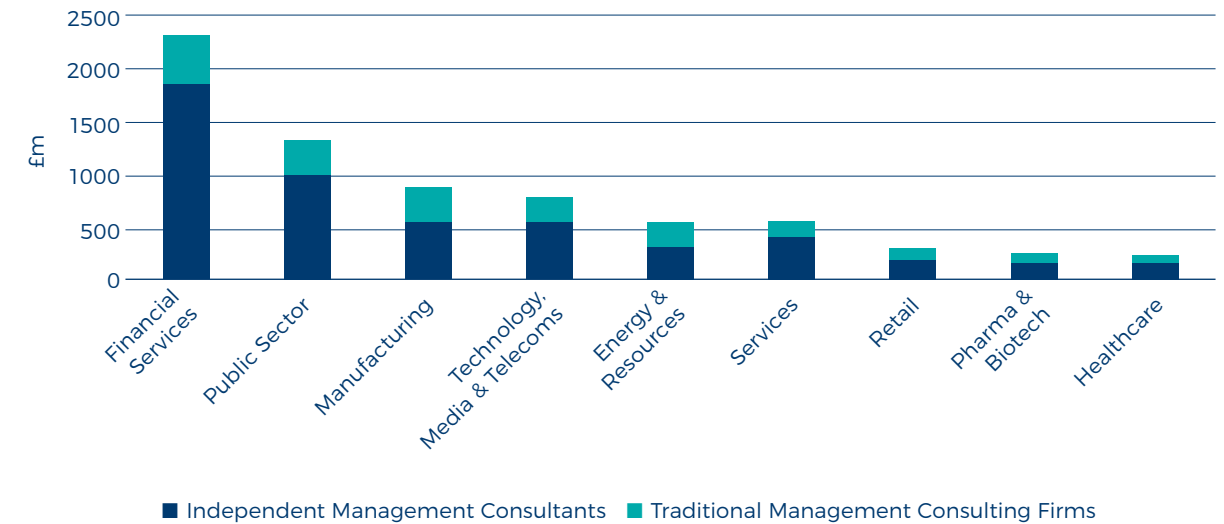
Aside from their reputation for quality, organisations in the Netherlands are also drawn to independent consultants for their flexibility and low prices. Operational improvement and digital technology are the two areas in which organisations expect to make greater use of independent consultants in the short term, quite distinct areas from those in which respondents saw traditional firms expanding: business strategy. Independent consultants are also well positioned for growth areas such as artificial intelligence and robotics in the next three years, 60% said they would make a bit more use of independent consultants as a result of the need to capitalise on these solutions.

“Operational improvement and digital technology are the two areas in which organisations expect to make greater use of independent consultants.”

Sector Spotlights

This report compares the views of respondents from different sectors throughout, but the points of differentiation for financial services and retail clients are highlighted below. The majority of respondents worked in the financial services sector, which is the largest UK consulting market. It's also the sector set to be most impacted by Brexit, and organisations must balance the demands of regulatory changes with a need to digitise operations and focus on the customer. Organisations in the retail sector, meanwhile, are also grappling with disruption; the need to balance digital operations with physical stores is putting pressure on existing operating models. For organisations in both sectors, the flexibility of independent consultants should prove critical in their transformation ambitions.

Figure 11: The size of the UK consulting market, broken down into work done by traditional firms and independent consultants



Financial services

Financial services is an important industry in all four markets, and one in which organisations are subject to continuous disruption and change. Regulation is an oppressive burden for many, consuming significant portions of budgets. But while, for now, financial services organisations are most likely to turn to traditional consulting firms, it seems they are missing an opportunity to leverage the quality that independent consultants

In six of eight services lines across the retail sector, independents lead for quality.

deliver in the regulatory sphere. Sixty-eight percent of financial services respondents felt it was independent consultants delivering the highest quality in the risk & regulation service line. With financial services respondents calling on independent consultants for specific expertise, the latter could play a critical role in interpreting new regulatory requirements.

The potential scope for independent consultants is wider than simply regulation, however. When respondents consider their future use of independent consultants they see them playing a key role in data analytics, artificial intelligence and robotics. As organisations focus on building stronger customer relationships and increasing efficiency, all three areas will be highly important going forward.

Meanwhile, despite a continuing lack of clarity around Brexit, it's clear that financial services organisations will be among the most impacted – and it's probable there will be peaks of demand for external support as plans crystallise. With so many changes afoot, together with respondents need for organisational flexibility – independent consultants can provide the fluidity that is so valued by financial services organisations.

Retail

Retail organisations are being pulled in different directions, often balancing the demands of bricks and mortar stores with online operations. Making the wrong investments can be catastrophic, so it's no surprise that 42% of respondents cited the need for credibility as the main reason they bring in external professionals. With such critical business decisions to be made, it's reassuring for organisations to have an external party to provide a second opinion.

Respondents drew on a relatively even mix of external support, making use of both independent consultants and traditional firms, although when they are embarking on business transformation projects they turn to the latter – large firms that can offer a broad suite of services. 38% of respondents said business transformation was the main reason they would use a traditional firm

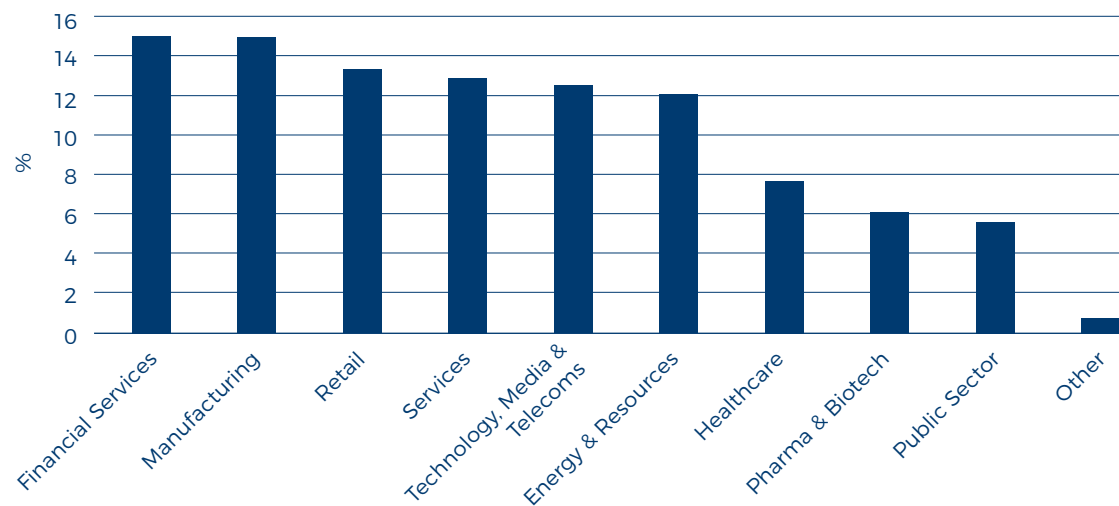
Independent consultants have a clear role to play however, and almost a quarter of respondents said they looked to independents for the quality of their subject matter expertise. Indeed, retail organisations hold particularly positive views about independent consultants; in six of eight service lines it's independents who lead for quality. Critically, respondents see independent consultants ahead for quality in the areas they say spending will increase in the next three years: HR & change, risk & regulation and data analytics.

About Our Methodology

We surveyed 250 senior executives in late 2017.

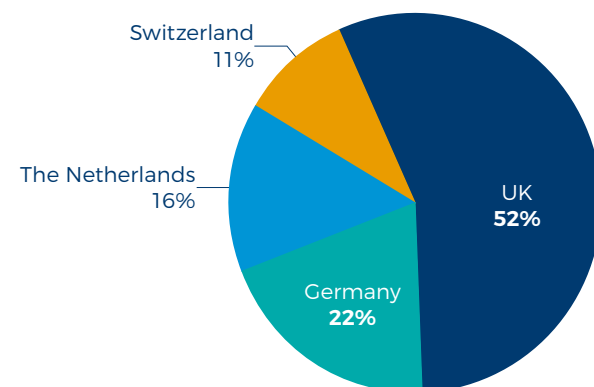
75% of respondents worked in organisations with 500 or more employees, the rest from mid-sized organisations (between 250 and 499 employees). Respondents were evenly spread across a broad range of functional roles, including technology, finance, operations, HR and strategy. All were significant spenders on consulting and professional services – 76% of respondents had spent more than £5m on external support in the past two years.

Figure 12: Sector profile of respondents



We endeavoured to achieve a broad range of sector respondents (Figure 12). Just over half were based in the UK, the rest being split between Germany, the Netherlands, and Switzerland (Figure 13).

Figure 13: Location of respondents



About Source

Source is the pre-eminent research company specialising in the professional services industry.

Founded in 2007, our services are used by all of the top 20 largest consulting firms in the world, many smaller and more specialised ones, and increasingly, the wider professional services market. Each year we interview hundreds of senior professionals and their organisations, and survey thousands of senior executives, in order to understand how current trends in the industry will shape the size and nature of it in the future. We publish more than 50 reports a year, and complete a similar number of specialised, custom research projects, ranging from sizing an emerging market or new proposition, to assessing whether a firm should make a game-changing acquisition.

www.sourceglobalresearch.com

About Odgers Connect

Odgers Connect is the leading global network of independent consultants. All of the professionals in the network bring significant industry experience and have track records of success at the world's leading consulting firms, providing solutions to the most pressing challenges faced by organisations of all sizes. Independent consultants take on projects to deliver tangible and lasting results and can work in stand-alone capacities or as part of discreet, efficient teams.

We work with organisations across the commercial, public and not-for-profit sectors. Our aim is to provide clear value to our clients through a network of the highest quality consultants who are met, assessed and referenced to ensure exceptional delivery on every engagement.

Whether focused on strategy, operational improvement or commercial advisory work, we know that performance matters and results must be achieved both efficiently and cost effectively. This point of view is shared by our network of independent consultants and the whole team at Odgers Connect – the Consulting Network.

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