

# IDC MarketScape: European Business Consulting Services 2021 Vendor Assessment

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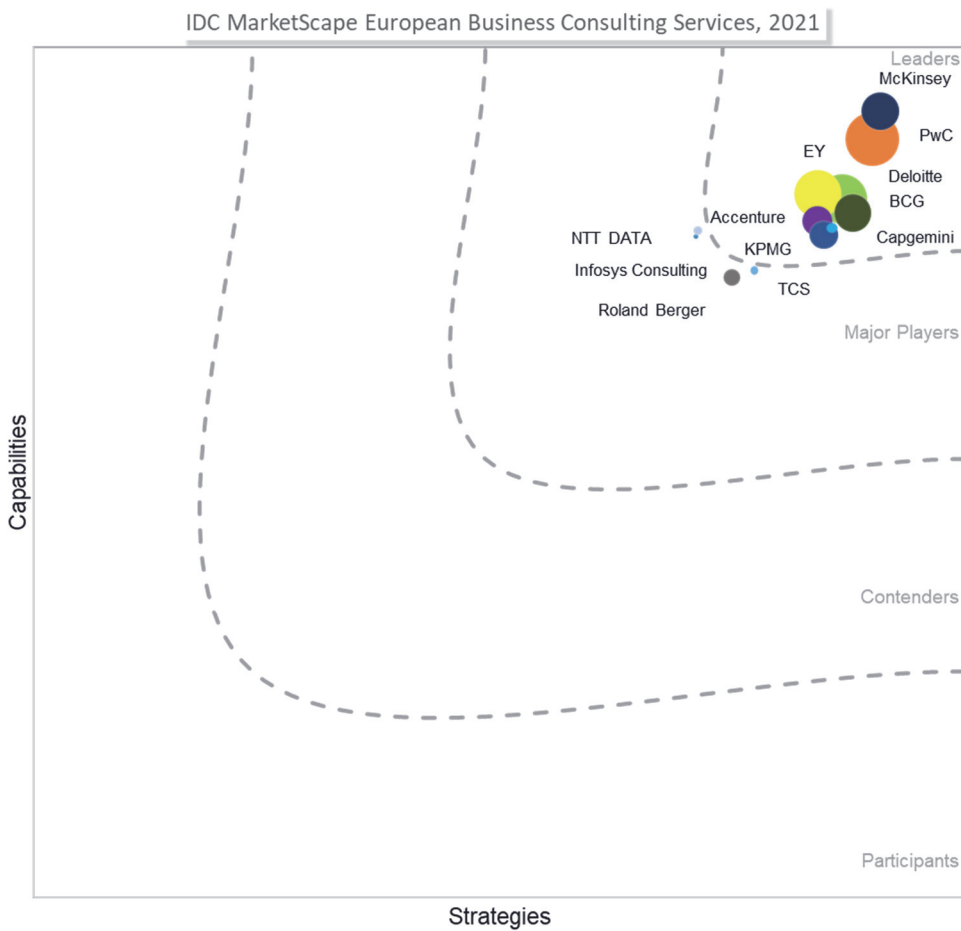
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THIS IDC MARKETSCAPE EXCERPT FEATURES PWC

IDC MARKETSCAPE FIGURE

FIGURE 1

## IDC MarketScape European Business Consulting Services Vendor Assessment



Source: IDC, 2021

## IN THIS EXCERPT

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The content for this excerpt was taken directly from IDC MarketScape: European Business Consulting Services 2021 Vendor Assessment (Doc # EUR147556521). All or parts of the following sections are included in this excerpt: IDC Opinion, IDC MarketScape Vendor Inclusion Criteria, Essential Guidance, Vendor Summary Profile, Appendix and Learn More. Also included is Figure 1.

Please see the Appendix for detailed methodology, market definition, and scoring criteria.

## IDC OPINION

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This study represents the IDC vendor assessment model called IDC MarketScape. It is a quantitative and qualitative assessment of the characteristics that explain a vendor's current and future success in the marketplace. The evaluation assesses the capabilities and business strategies of many prominent business consulting firms. It is based on a comprehensive framework and a set of parameters expected to be most conducive to success in providing business consulting services during both the short term and the long term. A significant component of this evaluation is the inclusion of business consulting buyers' perception of the key characteristics and the capabilities of these consulting providers, both directly from the vendors' clients and through a survey.

This IDC MarketScape assesses the vendor performance of business consulting services providers in Europe. Overall, these firms performed very well on this assessment. Key findings include:

- European consulting providers are generally perceived as being able to excel at integrating their engagement teams with those of their clients, understanding the unique needs of a client's business, and offering high-quality staff and service. They are also considered very capable of meeting project timelines and providing the required spectrum of strategy consulting services.
- This evaluation discovered that generally clients are less impressed with consulting providers' ability to provide industry insights and capabilities, directly improve the client organization's overall commercial performance, and integrate appropriate technologies – all essential to many significant business transformation initiatives.

Clients globally rated their providers, in aggregate, best at helping them with the following business priorities: adapting to change/becoming more agile, developing digital products and services, and understanding and implanting new or existing regulations.

## IDC MARKETSCAPE VENDOR INCLUSION CRITERIA

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This research includes analysis of the five largest business consulting firms (PwC, Deloitte, EY, McKinsey & Company, and Boston Consulting Group [BCG]) based on revenue in Europe in IDC's Services Tracker and additional firms with broad portfolios spanning the different business consulting domains identified in IDC's Services Taxonomy. The criteria are the five largest firms by revenue in Europe as well as other relevant business consulting firms in Europe (based on the breadth and relative size of their offering portfolios). These criteria were used because the scope of this evaluation covers the broadest definition of business consulting. The assessment is designed to evaluate the characteristics of each firm – as opposed to its size or the breadth of its services. It is conceivable, and in fact the case, that specialty firms can compete with multidisciplinary firms on an equal footing. As such, this evaluation should not be considered a "final judgment" on the firms to consider for a

particular project. An enterprise's specific objectives and requirements will play a significant role in determining which firms should be considered as potential candidates for an engagement.

## ADVICE FOR TECHNOLOGY BUYERS

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Use this IDC MarketScape as one tool in your qualification and selection of potential business consulting providers. While all firms have capabilities to help you drive changes to your business across multiple domains, make the choice about which, if any, of these activities can be led by your consultant and which need to be driven by organizational insiders. Beyond that, consider the three areas cited in this European evaluation where improvement is needed. These are business consulting firms' abilities to help clients:

- Transform critical processes.
- Offer sustainable products/services (related to environmental, social, and/or governance-related topics).
- Reduce costs.

Determine which areas are important to you, and make sure you directly investigate each relevant area to understand the strategy and capability of each potential business consulting provider you are considering.

## VENDOR SUMMARY PROFILES

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This section briefly explains IDC's key observations resulting in a vendor's position in the IDC MarketScape. While every vendor is evaluated against each of the criteria outlined in the Appendix, the description here provides a summary of each vendor's strengths and challenges.

### PwC

PwC is positioned in the Leaders category in this IDC MarketScape on European business consulting services for 2021, based on IDC analysis and customer feedback.

PwC comprises a global network of member firms employing more than 284,000 people in 155 countries. PwC indicates that in the past year it has served over 200,000 clients, including more than 100,000 entrepreneurial and private businesses. PwC's client base includes 84% of the companies in the Fortune Global 500 list, 86% of the S&P Asia 50, 93% of the S&P Europe 350 and 75% of the S&P Latin America 40.

According to PwC, the strategy for the PwC Network, fueled by its purpose, is to be the most trusted and relevant professional services business in the world – one that attracts highly skilled talent and combines the most innovative technologies to help organizations build trust and deliver sustained outcomes.

PwC's global strategy, The New Equation, speaks of two fundamental needs clients and organizations are grappling with today. First is the urgency to successfully respond to and change in the face of the major shifts shaping the world: technological disruption, climate change, fractured geopolitics, social tension, and the continuing effects of COVID-19. Second is the need to build trust at a time when it is both more fragile and more complicated to earn. The two are interdependent, and PwC positions itself to serve clients as it seeks to solve for both. The new strategy will define PwC's vision for serving clients in a world that is irrevocably changed.

PwC has evolved into a community of solvers coming together in unexpected ways. Combining deep industry knowledge with a global network of consulting, deals, audit, and tax professionals, PwC combines innovative ideas with the human and technology support that is required to help ensure that organizations build sustaining competitive advantage. The firm works to deliver impact and value from strategy through execution – drawing on the functional skills evident across the firm, including strategy, operations, finance, people and organization, customer, design, analytics, portfolio and program management, technology, forensics, digital, deals, tax, transformation, and risk, regulatory, and compliance issues. The PwC formula is to deliver bold ideas and solutions that are human led and tech powered and meaningful experiences, which deliver real-life results.

PwC is focused on:

- **Bold ideas that create value:** PwC's multidisciplinary teams are aligned to four global platforms: Transformation, Deals, Risk and Regulatory, and Environmental, Social, and Governance, with specific focus and depth in each major industry. Each team develops its own thought leadership with a consistent focus on how disruptive forces are reshaping the basis of competition now and into the future. PwC's thought leadership provides the foundation underpinning for how it uniquely serves each client, including value creation ideas and strategies, integrated solutions and consulting services, and digital products – transforming thinking into action by making strategy real from concept to the realization of sustained outcomes.
- **Human led and tech powered:** Instead of a traditional technology-driven approach to transformation, PwC's approach starts with a focus on the precise value-creating outcomes that should be targeted, and how those outcomes can be accelerated through the application of enabling technologies in innovative ways to make a difference for real people in their day-to-day work. PwC brings its Strategy& team and business consulting experts together with platform, cloud, and emerging technology experts to develop and tailor innovative solutions to tech-power client solutions. Further, its solutions are developed and tailored for specific value-creating use cases for real people in their clients' organizations, and delivered in an engaging, human-led way that has proven to improve adoption and sustainability of outcomes. PwC supports delivery with global delivery centers in the Americas, Europe, and Asia. PwC has strategic alliances with organizations including SAP, Oracle, salesforce.com, Workday, Microsoft, and Google.
- **Combining strengths across PwC's global network:** PwC states that the recognition and awards it has received speak to the strength and diversity of its global network – its ability to listen to and understand clients and work with them to forecast their future needs. PwC is able to bring to bear a global presence and local knowledge of individual markets and sectors for each client engagement, as it helps clients move strategically through a global landscape of rapid change.

## **Strengths**

Among clients in Europe, PwC is viewed as one of the strongest firms at integrating its project teams with clients (being collaborative). On client engagements, PwC is considered to be able to understand their unique business needs and offer high-quality staff and service.

## **Challenges**

PwC should improve perceptions of its ability to help clients implement change that produces results. On projects, PwC should improve the perception among clients regarding its industry insights and ability to integrate appropriate analytics.

## APPENDIX

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### Reading an IDC MarketScape Graph

For the purposes of this analysis, IDC divided potential key measures for success into two primary categories: capabilities and strategies.

Positioning on the y-axis reflects the vendor's current capabilities and menu of services and how well aligned the vendor is to customer needs. The capabilities category focuses on the capabilities of the company and product today, here and now. Under this category, IDC analysts will look at how well a vendor is building/delivering capabilities that enable it to execute its chosen strategy in the market.

Positioning on the x-axis, or strategies axis, indicates how well the vendor's future strategy aligns with what customers will require in three to five years. The strategies category focuses on high-level decisions and underlying assumptions about offerings, customer segments, and business and go-to-market plans for the next three to five years.

The size of the individual vendor markers in the IDC MarketScape represents the market share of each individual vendor within the specific market segment being assessed.

### IDC MarketScape Methodology

IDC MarketScape criteria selection, weightings, and vendor scores represent well-researched IDC judgment about the market and specific vendors. IDC analysts tailor the range of standard characteristics by which vendors are measured through structured discussions, surveys, and interviews with market leaders, participants, and end users. Market weightings are based on user interviews, buyer surveys, and the input of IDC experts in each market. IDC analysts base individual vendor scores, and ultimately vendor positions on the IDC MarketScape, on detailed surveys and interviews with the vendors, publicly available information, and end-user experiences in an effort to provide an accurate and consistent assessment of each vendor's characteristics, behavior, and capability.

### Market Definition

Business consulting involves advisory and implementation services related to management issues. It often includes defining an organization's strategy and goals and designing and implementing the structures and processes that help the organization reach its goals. Business consulting includes three main areas: strategy consulting, operational improvement consulting, and change and organization consulting. The market is primarily served by four firm types:

- **Big 4:** IDC recognizes the well-known Big 4 firms as the four largest international accountancy and professional services firms – Deloitte, EY, KPMG, and PwC.
- **Multidisciplinary:** IDC describes multidisciplinary firms as large, diversified consulting organizations that offer a range of business consulting services to clients across a myriad of sectors. To distinguish these from other specialty firms, consulting services must address more than two business functional areas in addition to providing strategy and operational implementations.
- **Technology led:** These are also large, multifaceted firms and are known for deep expertise in both technology and business consulting. IDC identifies these firms as those that expanded from information technology-centric businesses into more broad business consulting or vice versa.

- **Specialty:** Specialty firms have focused areas of consulting expertise in specific industries, functional areas, or technologies. Management and strategic consulting specialists that offer primarily strategy consulting and business intelligence (BI) models to specific sectors or industries including government fit into this category of firms.

## LEARN MORE

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### Related Research

- *Market Analysis Perspective: Worldwide and U.S. Business Consulting Services, 2021* (IDC #US46365021, September 2021)
- *Worldwide and U.S. Business Consulting Services Forecast, 2021-2025* (IDC #US46364921, May 2021)
- *IDC's Worldwide Services Taxonomy, 2021* (IDC #US47191221, May 2021)
- *What Are the Business Priorities and Spending Intentions for Buyers of Business Consulting Services in 2021?* (IDC #US47609021, April 2021)
- *Worldwide and U.S. Business Consulting Services Market Shares, 2019: The Majority of Leading Business Consulting Firms Continue to Grow Their Market Shares* (IDC #US45969420, December 2020)
- *Business Consulting Services Client Value Survey, 2020* (IDC #US45199320, December 2020)
- *IDC MarketScape: Worldwide Analysis of EMEA Business Consulting Services 2020 Vendor Assessment* (IDC #US45630620, May 2020)

### Synopsis

This IDC study uses the IDC MarketScape model to provide an assessment of several providers participating in the European business consulting services market. The IDC MarketScape is an evaluation based on a comprehensive framework and a set of parameters that assesses providers relative to one another and to those factors expected to be most conducive to success in each market during both the short term and the long term.

"In Europe, consulting providers are generally perceived as being able to excel at integrating their engagement teams with those of their clients, understanding the unique needs of a client's business, and offering high-quality staff and service. They are also considered very capable of meeting project timelines and providing the required spectrum of strategy consulting services," said Bjoern Stengel, senior research analyst, Business Consulting Services at IDC. "This evaluation discovered that generally clients are less impressed with consulting providers' ability to provide industry insights and capabilities, directly improve the client organization's overall commercial performance, and integrate appropriate technologies – all essential to many significant business transformation initiatives."

## About IDC

International Data Corporation (IDC) is the premier global provider of market intelligence, advisory services, and events for the information technology, telecommunications and consumer technology markets. IDC helps IT professionals, business executives, and the investment community make fact-based decisions on technology purchases and business strategy. More than 1,100 IDC analysts provide global, regional, and local expertise on technology and industry opportunities and trends in over 110 countries worldwide. For 50 years, IDC has provided strategic insights to help our clients achieve their key business objectives. IDC is a subsidiary of IDG, the world's leading technology media, research, and events company.

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