



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

## Definitions adopted in 2017 FEACO survey

**Management consulting:** any professional advice, guidance and operational assistance provided to business and other organizations on management issues, such as strategic and organizational planning, change management, cost reduction, business process reengineering, finance, marketing objectives and policies, human resource management, supply chain and production optimization, effective use of technology (as derived from Eurostat).

**Not included in management consulting** are:

- implementation of computer software (systems integration/ development)
- outsourcing services (including BPO)
- legal, auditing and tax advice
- executive search and placement
- market research
- communication and public relations.

**People employed:** human resources, both professional and dedicated to support services, who work in a Management Consulting firm, including owners, employees and free lance consultants. In organizations who operate in diversified businesses, please provide figures on people dedicated to Management Consulting services, on a full time equivalent basis.

**Professionals.** Individuals directly employed in selling and delivering consulting projects.

**Support staff.** Individual who perform activities not directly related to selling and delivering projects, such as recruiting and HR management, marketing, finance and administration, executive assistance, etc.

**Management consulting services** are articulated in the following **Service Lines**:

<b>Service Line</b>	<b>Description</b>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Corporate and business planning, business modelling, market analysis and strategy</li> <li>• Valuation, M&amp;A planning, advisory in major financial transactions M&amp;A,IPO, Restructuring, etc.</li> <li>• Governance of major company wide transformation/restructuring programs.</li> </ul>
<b>Operations</b>	<ul style="list-style-type: none"> <li>• Consulting on organizational development.</li> <li>• Consulting on company supply chain, including manufacturing, R&amp;D, product development, procurement and logistics.</li> <li>• Business process reengineering of major operational processes.</li> </ul>
<b>Sales and Marketing</b>	<ul style="list-style-type: none"> <li>• Customer insight and relationship management</li> <li>• Sales and channel management</li> <li>• Product portfolio management and branding</li> <li>• Digital marketing</li> </ul>
<b>Finance and Risk Management</b>	<ul style="list-style-type: none"> <li>• Development of planning, budgeting and performance management models</li> <li>• Optimization of finance and administration departments</li> <li>• Analysis, measurement and optimisation of enterprise risks (credit, market, operational, environmental, quality, etc.)</li> <li>• Support in addressing regulatory requirements and in developing compliance management</li> </ul>
<b>People and Change</b>	<ul style="list-style-type: none"> <li>• Consult to HR department</li> <li>• Support in change management program</li> </ul>
<b>Technology</b>	<ul style="list-style-type: none"> <li>• IT strategy and organization</li> <li>• Technology and application architecture</li> <li>• Data Centre technology and operations</li> <li>• IT Network and security</li> <li>• Use of new technologies for business</li> </ul>

**Management Consulting** services are provided to the following **Client Industries**:

<b>Industry</b>	<b>Description</b>
<b>Consumer and Industrial Products</b>	<ul style="list-style-type: none"> <li>• Consumer goods: food and beverage, automobiles, personal &amp; household goods;</li> <li>• Industrial goods: construction and materials, general industrials, aerospace and defence,</li> <li>• Pharmaceutical &amp; biotech</li> <li>• Technology hardware and equipment</li> </ul>
<b>Financial Services</b>	<ul style="list-style-type: none"> <li>• Banks, insurance, real estate</li> <li>• Other investment and finance services</li> </ul>
<b>Telecoms and Media</b>	<ul style="list-style-type: none"> <li>• Telecommunications, broadcasting, entertainment, publishing</li> </ul>
<b>Energy and Utilities</b>	<ul style="list-style-type: none"> <li>• Oil &amp; gas, utilities</li> <li>• Chemical and basic resources</li> </ul>
<b>Other Services</b>	<ul style="list-style-type: none"> <li>• Retail, travel &amp; leisure</li> <li>• Private health care services</li> <li>• Software and computer services, business services</li> </ul>
<b>Public Sector</b>	<ul style="list-style-type: none"> <li>• Central government, local/ regional government, supranational institutions (EU, WB, EIB, etc.)</li> <li>• Public health care</li> </ul>