

MARMORE

MENA INTELLIGENCE

A  Subsidiary

March 2019

Consulting in GCC: Understanding the Value Add

*Time to relate all to
implementation*

Research Highlights:

The report analyses the GCC Consulting market, key challenges facing the consulting industry and also the opportunities for growth in the industry. Through this study actionable recommendations have been provided for two main stakeholders; clients and consultants.



www.e-marmore.com



enquiry@e-marmore.com

about marmore

Our vision

To be the first choice for obtaining strategic intelligence on the MENA region.

Our mission

Serving businesses and institutions with reliable information and intelligence about MENA, needed to catalyse growth, understand the larger environment and facilitate decision-making.

Our aim

Advocate intellectual research on MENA economics, businesses and financial markets and provide customized, actionable solutions.

Our foundation

- » A subsidiary of Markaz: Investment bank and asset management firm with 40+ years of history
- » Markaz research activities commenced in 2006
- » Marmore established in 2010 to intensify the research activities
- » Publishes research reports and provides consulting services

published research

Industry research

Marmore's industry reports provide information on industry structure, key players, market analysis, demand drivers, competitive analysis and regulatory requirements.

Economic research

These reports are produced as thematic discussions based on current issues in the economy. The reports aid key stakeholders such as investors, businessmen, market participants, and policy makers in understanding the impact of a particular theme on the economy.

Infrastructure research

Infrastructure research highlights bottlenecks in the sector and areas requiring urgent investments. Our infrastructure report analyses the link between economic development and infrastructure and showcases supply & demand challenges in the GCC and investment opportunities.

Capital market research

Capital market reports provide an analysis of stock & bond markets in the MENA region including outlook. These reports are strategic in nature and provides investment perspective to readers.

Policy research

Marmore has partnered with several leading thought leaders and institutions of repute to generate economic policy research studies in key areas like energy, labor, economic structure and public sector.

Periodic research

Our periodic reports capture GCC stock markets' earnings, risk premium studies, and economic development & outlook.

Regulatory research

Our regulatory research series is an effective consolidation, analysis and summary of key business, economic, and market regulations that impact business environment.

consulting services

Marmore provides customized consulting services based on specific requirements of our clients. Marmore's bespoke consulting services marries the challenges of cost, time, scope and data availability to generate actionable outcomes that are specific to our clients' needs.

What type of consulting services we provide?

- » Industry market assessment (market size, competitors, regulations)
- » White label reports (industry reports, company newsletters, periodic research)
- » Databases (competitors' information, target clients insights)
- » Company valuation (buy/sell side advisory)
- » Due diligence / Business evaluation
- » Feasibility studies (market and financial)
- » Business plans
- » C-Suite support to leaders with intellectual, industry related needs

How do we execute consulting engagement?

Our seven step process to execute consulting engagements:

- » Step 1: Requirement and scope analysis
- » Step 2: Proposal submission
- » Step 3: Project initiation
- » Step 4: Fieldwork / research
- » Step 5: Analysis & reporting
- » Step 6: Review & approval
- » Step 7: Report submission / presentation

RESEARCH PROVIDER OF THE YEAR



KNOWLEDGE PARTNER

SWFI

 /marmoremena

 @marmoremena

 marmore-mena

 marmoreMENA

 www.e-marmore.com

 enquiry@e-marmore.com

Table of Contents

Chapter No	Chapter Name
1	Executive Summary
2	Introduction
3	Why stakeholders need to source advice from consultants
4	How do various stakeholders choose their consultants?
5	Native Consultancies in GCC
6	Usual types of consulting support sought
7	Do stakeholders measure performance impact of consulting assignments?
8	Is there a gap between recommendation and implementation: how to measure the gap?
9	How to make the relationship more productive and useful
10	Conclusions
11	Actionable Recommendations

Tables and Charts

Tables

3.1	Types of Consulting Support Generally Available
3.2	Consulting firms and services- GCC/MENA
3.3	Consulting Services across Functions (Not Exhaustive)
3.4	Emergent Typical Government Consulting Needs
4.1	The Broad Classification of Consulting Firms
4.2	GCC Consultancy Landscape
5.1	Areas of Consulting Activity
10.1	Recommendations

Charts

4.1	Consulting Market Size in the GCC
5.1	Home grown management consultancies of GCC
5.2	Key Consultancies operating in Kuwait

1

Executive Summary

Stakeholders, like government departments and companies in the public sector, private sector corporate boards, etc., widely utilize external consulting support to help them strategically review service areas for focusing on the delivery of institutional plans. The GCC region has a large presence of multinational consultancy groups, regional firms and boutique consultancies.

The entire process of a consultation exercise will largely depend upon the actual nature of the relationships developed, which includes managing expectations set at the outset. Uncovering the key business drivers and organizational motivations as part of stakeholder engagement will help harmonize diverse characteristics of groups towards a singular consulting focus.

Recent trends show that GCC governments are increasingly turning to consultants and advisors from global and regional institutions to extract meaningful value from immense reams of data, so that deeper insights are obtained for crafting evidence-based policies. With the region undergoing an economic transformation, the demand for consultancies having in-depth regional awareness and capacity to provide real time solutions is high.

Anecdotal evidence suggests that many GCC entities are not fully familiar with the broader consulting landscape nor with best practices in terms of leveraging consulting services. Understanding the consultant's role and contribution is critical for measurable success. One of the critical observations is that the returns from the proper selection and use of consultants can be extremely significant. On the flip side, the costs too can be heavy in terms of both money and morale.

The report explores the very important question that every year, despite businesses and public sector entities in the GCC spending enormous sums on consulting services, is there full understanding among various stakeholders about best practices and effectiveness of engagements? The report provides in-depth analysis of the recent status of the GCC consulting environment the type of consulting support sought, stakeholders who increasingly seek consultancy advices, emerging consulting needs and prominent consulting firms in the region. Through this study, actionable recommendations have been arrived at for two main stakeholder groups; clients and consultants.

To buy the full report, please [Click Here](#) 

OR email us at enquiry@e-marmore.com

Would prefer talking to us? Call us at **+965 2224 8280**

Authors

M.R. Raghu CFA, FRM

Head of Research

+965 2224 8280

rmandagolathur@markaz.com

Sudhakaran Jampala

Manager - Policy

+965 2224 8000 Ext: 4613

SJampala@markaz.com

Brinda Vijayakumar

Policy Analyst

+965 2224 8000 Ext: 4630

bvijayakumar@e-marmore.com

Anna Elias

Policy Analyst

+965 2224 8000 Ext: 4631

AElias@e-marmore.com

Digital Footprints

Website

www.emarmore.com

Follow us on Twitter

<https://twitter.com/marmoremna>

Connect with us on LinkedIn

<https://www.linkedin.com/company/marmore-mena>

Join Mamore community on Facebook

<https://www.facebook.com/marmoremna>

Watch us on YouTube

<https://www.youtube.com/user/marmoreMENA>

Disclaimer

This report has been prepared by Marmore MENA Intelligence for Kuwait Financial Centre K.P.S.C (Markaz), which is regulated by the Capital Markets Authority and the Central Bank of Kuwait. The report is owned by Markaz and is privileged and proprietary and is subject to copyrights. Sale of any copies of this report is strictly prohibited. This report cannot be quoted without the prior written consent of Markaz. Any user after obtaining Markaz permission to use this report must clearly mention the source as "Markaz". The report is intended to be circulated for general information only and should not be construed as an offer to buy or sell or a solicitation of an offer to buy or sell any financial instruments or to participate in any particular trading strategy in any jurisdiction.

The information and statistical data herein have been obtained from sources we believe to be reliable but no representation or warranty, expressed or implied, is made that such information and data is accurate or complete, and therefore should not be relied upon as such. Opinions, estimates and projections in this report constitute the current judgment of the author as of the date of this report. They do not necessarily reflect the opinion of Markaz and are subject to change without notice. Markaz has no obligation to update, modify or amend this report or to otherwise notify a reader thereof in the event that any matter stated herein, or any opinion, projection, forecast or estimate set forth herein, changes or subsequently becomes inaccurate, or if research on the subject company is withdrawn.

This report may not consider the specific investment objectives, financial situation and the particular needs of any specific person who may receive this report. Investors are urged to seek financial advice regarding the appropriateness of investing in any securities or investment strategies discussed or recommended in this report and to understand that statements regarding future prospects may not be realized. Investors should note that income from such securities, if any, may fluctuate and that each security's price or value may rise or fall. Investors should be able and willing to accept a total or partial loss of their investment. Accordingly, investors may receive back less than originally invested. Past performance is not necessarily indicative of future performance.

Kuwait Financial Centre K.P.S.C (Markaz) may seek to do business, including investment banking deals, with companies covered in its research reports. As a result, investors should be aware that the firm may have a conflict of interest that could affect the objectivity of this report. This report may provide the addresses of, or contain hyperlinks to, websites. Except to the extent to which the report refers to website material of Markaz, Markaz has not reviewed the linked site and takes no responsibility for the content contained therein. Such address or hyperlink (including addresses or hyperlinks to Markaz's own website material) is provided solely for your convenience and information and the content of the linked site does not in any way form part of this document. Accessing such website or following such link through this report or Markaz's website shall be at your own risk.

For further information, please contact 'Markaz' at P.O. Box 23444, Safat 13095, Kuwait; Email: research@markaz.com; Tel: 00965 1804800; Fax: 00965 22450647.