

The most In-Demand jobs in the Professional Services sector: Business Management Services

Report 2014



Elaborated by:

Deloitte.

Co-Financed by:



Generalitat
de Catalunya



Unió Europea
Fons Europeu
de Desenvolupament
Regional

"Una manera de fer Europa"

1. Introduction to the Sector

Business management is part of the professional services industry, which includes all those activities addresses to provide support to companies in their operation, seeking to increase their competitiveness. In regard to this subsector, the activities comprised have in common the aim of contributing to the improve the functioning of the company, both internally and externally, including areas such as corporate strategy, human resources, finance and technology systems.

Moreover, it is possible to classify the activities of this industry into three major areas:

- **Organization, human resources, knowledge management:** Includes activities of a diverse nature related to the definition of corporate strategy, recruitment and selection of people, internal communication mechanisms and tools to increase the sharing and dissemination of information.
- **Quality control, administration and management support:** Includes those activities related to audits to ensure the compliance with quality and safety regulatory in the company but also to the development of support tasks, usually of administrative nature.
- **Legal services:** Includes all the activities related to the management of property rights, the implementation of communitarian and international regulations etc.

It is important to emphasize the dynamic nature of this sub industry, which has tended to quickly incorporate all kinds of innovations, technological or not, in order to provide the best solutions to respond to the needs of its clients.

2. Current Environment

Global trends: In the European continent, the area of business management services is one of the most important, generating more than 20 million workplaces, a turnover of more than 3.5 trillion euros and it may represent up to 11.7% of the European economy. The European Commission has identified this sector a key element in the strategy 2020 considering that it can be the starting point a new re-industrialization of the continent. It is considered that it will be capable of generate innovation, growth and quality employment while providing quality solutions to customers, incorporating major technological advances. However this sector must also be able to overcome its current challenges which are its excessive fragmentation, the increasing international competition coming from emerging economies and the minor development of R+D and high tech.

Spain: Although the economic crisis has affected the services of business management, which before the recession had experienced in some subsectors such as consulting, growth rates in double digit rates, the sector currently shows signs of some recovery. In 2013 a growth of 2% of the number of companies was recorded, reaching 178,082. Regarding the employed population, according to the latest data from the Annual Survey of Services 2012 available, the employed population was of 428,324 people, a decrease of 0.3% than it did in the previous year.

It is also important to remark the concentration of this industry around so called the Big Four (Deloitte, PwC, EY and KPMG), which offer consulting, auditing and tax and legal advice, achieving in 2013, a turnover of 1,636 million euros, an increase of 4.63% than it did in the previous period.

Catalonia: The industry of business management services has a significant presence in Catalonia, which allocated in 2013, 15% of the offices of audit firms, 16% of lawyers practicing and 24, 3% of the offices of consulting firms, taking in all three cases the second position only behind Madrid. In terms of occupation, according to the Annual Survey of Services 2012, 190,914 people were employed in professional, technical and scientific activities.

Business Management Services Indicators	Contribution of the sector to the Spanish GDP ⁽¹⁾	Working population in Spain ⁽²⁾	Number of enterprises in Spain ⁽³⁾
	9% (2013)	428.324 (2012)	178.082 (2013)

(1) Ministry of Economy and Competitiveness

(2) National Institute for Statistics

(3) National Institute for Statistics

3. Key Sectorial Trends

Sectorial trends		
	<p>New Technologies</p>	<p>New technologies offer significant opportunities to companies from different industries to improve their profitability and competitiveness. In this sense, the field of business management has a key role since in most cases, companies in this sector are responsible for defining and then implementing innovative solutions to meet the needs and strategies of their clients. So, in order to ensure its positioning in the market, more and more companies in the industry are trying to constantly update their catalog of services incorporating the latest technological innovations such as cloud services, big data solutions, tools for the management of production and administrative processes, etc.</p>
	<p>Internationalization</p>	<p>Along the same lines than production processes, a growth in service experts has been recorded. Traditionally business management companies began their international expansions following their customers, which generally requested their services for their own processes of internationalization. However, nowadays more and more companies in the business management field are considering that the market does not end at the borders of their country, moreover an opportunity to work in the international scene can help to improve the prestige and reputation of the brand. Thus, it is increasingly common for companies to collaborate between them in order to add synergies and participate in international or supranational projects.</p>
	<p>Talent</p>	<p>Due to the nature of the services offered by this industry, employee training takes considerable importance. So, more and more businesses take greater account of the importance of developing plans and strategies to ensure an adequate training of its human capital. Companies are trying to ensure that professionals working in the industry have the opportunity to increase their knowledge with the latest methodologies and tools that may be required to carry out the projects undertaken by the organization technologic solutions. Furthermore, investments in human development become a key not only in attracting candidates, but also in the retention of existing employees.</p>
	<p>Management Methodologies</p>	<p>Many of the actions taken by these companies aim to encourage improvements in the efficiency and profitability of its customers. In this sense, there is a growing trend in the implementation of models of variable compensation related to management by objectives. This alignment of the behaviors of workers with the corporate strategy is encouraged by increasing their motivation and results orientation. Furthermore, there is also an increasing development of outsourcing processes, which aim to help customers to focus their activity in their essential tasks, being the rest of activities managed by an external provider. In this case, give to the success of BPO (Business Process Outsourcing), increasingly more companies are proceeding to outsource functions with of a higher degree of complexity and value to the business.</p>

4. Employment in the Business Management Services Sector

The service business management industry is experiencing a significant increased demand for professionals by the economic recovery and more several companies which use business management services in order to improve their profitability and leading to a better position in the global market. However, in the medium term, the demand for these professionals it is expected to moderate.

Analysis of employment in the Business Management Services Sector	Current Trend	Forecast Growth
		

⬆ Recovery / Growth; ➡ Maintenance; ⬇ Decrease

4.1. The most required highly-qualified jobs

Job Position	Description	Requirements valued (Education, experiences and skills)	Additional considerations
1 SAP consultant	SAP consultants are professionals who set parameters for SAP modules, have total knowledge of their functions and are capable of adapting them to the specific needs of each company.	<ul style="list-style-type: none"> Education: It is required to have a university degree, particularly in technical or financial fields, as well as specialized SAP training. Specifically, certification in SAP. Experience: An inexperienced person can start working in this position because real training and specialization takes place on the job. 	<ul style="list-style-type: none"> Recruiters usually consider not only the knowledge of the candidate, but also his/her skills and competences..
2 E-business consultant	Advise client companies on the strategy for launching internet-related business models and subsequently apply them bearing in mind the nature of the company and the sector in which it operates.	<ul style="list-style-type: none"> Education: It is advisable to have education related to the business world, complementing it with a master's degree in e-business or e-commerce. Experience: Companies tend to require two levels of consultants: junior or senior. For the first previous experience is not necessary. 	<ul style="list-style-type: none"> Companies in the business management industry often offered internal training to employees, in order to update their knowledge, putting the latest trends of their working environment.
3 Criminal layer	The criminal lawyer exerts criminal law, carry a case and act in a court, representing and defending the interests of one or more persons who denounce or are defendants in criminal proceedings (acts comprised in a legal process), and guarantee their defense.	<ul style="list-style-type: none"> Education: It is required to have a law degree and it is advisable to be specialized in specific areas such as juvenile delinquency, gender violence or environment Experience: It is required to have previous experience as assistants or interns. 	

	Job Position	Description	Requirements valued (Education, experiences and skills)	Additional considerations
4	Information auditor	Information auditors review and evaluate all or certain aspects of automated processing of the information and data and technical components of the information system of the company that is being audited.	<ul style="list-style-type: none"> • Education: It is required to have university degree, complementing it with a professional certification, especially related to the law UNE-EN 45013 • Experience: It is required to have previous experience as ICT consultant. 	<ul style="list-style-type: none"> • Candidates should have the following competences team work and cooperation, commitment to the organization, learning and use of knowledge and orientation towards achievement skills. • The most common education are related to the business world, engineering or law. • The business management industry is characterized by professionals highly qualified, especially those who have previous experience as assistants or in interns.
5	M&A Analyst	The main function of an M&A (merger and acquisitions) analyst is to provide technical support to a company's strategy, examine market opportunities and support negotiations in company mergers and acquisitions.	<ul style="list-style-type: none"> • Education: It is required to have a degree in business and Master's degree or postgraduate in business administration. • Experience: Previous experience in similar positions is required. 	
6	Project Manager	This professional plans, coordinates and carries out the follow-up of the technical and human resources involved in projects the outcome of which is a product or service.	<ul style="list-style-type: none"> • Education: Is recommended have knowledge of project management (TCQ, Microsoft Project), risk analysis, preparation of procedural manuals... • Experience: It is required to have previous experience as project manager. 	
7	Quality auditor	These professionals check whether the Quality Management System (QMS) implemented by the client company meets company- or sector-specific regulations, or the ISO standards or other certifications obtained in the field of quality.	<ul style="list-style-type: none"> • Education: It is necessary to have a University degree related to business. Moreover knowledge of the ISO 9000 and ISO 14000 certification processes is required • Experience: Previous experience as a junior consultant or auditor may be necessary. 	

	Job Position	Description	Requirements valued (Education, experiences and skills)	Additional considerations
8	Industrial business psychologist	This professional applies the principles of psychology to the management of client company staff to boost job dedication and solve any potential relational problems.	<ul style="list-style-type: none"> • Education: It is required to have a degree in Psychology. Moreover, there are postgraduates to specialize in this area. • Experience: Previous experience in human resources departments or recruitment consultancies may be required. 	<ul style="list-style-type: none"> • It is necessary that candidates have a profile characterized by flexibility and change management as well as initiative.
9	On-line translator	A translator's job consists of translating words and written expressions from one language to another. Interpreters, on the other hand, work with the spoken language: listening to a public speaker and producing the equivalent speech in another language.	<ul style="list-style-type: none"> • Education: It is necessary to have a degree in Translation and Philology, supplemented by specialized courses in translation. • Experience: Previous experience in this position or similar is valued. 	<ul style="list-style-type: none"> • It is necessary a high level of English knowledge of other foreign languages is highly valued.

4.2. The most required less-qualified jobs

	Job Position	Description	Requirements valued (Education, experiences and skills)	Additional considerations
1	Online administrator	These professionals perform administrative tasks. They use digital formats to do so, processing, filing and searching for required documentation online.	<ul style="list-style-type: none"> • Education: It is advisable to have professional training of administration and management. • Experience: Previous experience in similar positions is valued. 	<ul style="list-style-type: none"> • Professionals usually have training related to the business world. • English and Offimatic tools are required.
2	Executive secretary	An executive secretary is the professional who works closely with the general management of a company and helps to enhance its capacity and performance.	<ul style="list-style-type: none"> • Education: It is necessary to have knowledge of business administration, management, accounting, calculus and business law • Experience: Previous experience in performing management secretarial duties may be required. 	<ul style="list-style-type: none"> • Candidates should have the following competences: learning and use of knowledge, initiative, Team work and cooperation.

5. Conclusions and Future prospects

New opportunities



- The increasing competitiveness in almost all economic sectors has resulted in an increased interest by companies in formulas to improve their profitability without affecting the level of service to their customers. In this sense, business management services, especially those related to the field of consulting, whether business or ICT may be a necessary investment for many companies.
- Outsourcing processes made during this decade have had positive reviews, improving management while reducing costs. So, increasingly, a larger number of companies are looking to outsource part of their activities even those of a higher level of complexity.
- The requirement for a higher level of quality, both by regulation and consumers themselves, will result in a growing demand for advisory and audit quality.

The professionals in Business Management Services Sector



- The business management services sector has a high demand for professionals of different profiles, even though it is generally advisable to have knowledge of the performance and characteristics of the business world. In this sense, it is very common in this sector to hire recently graduated, who may lack previous experience.
- Due to the nature of the work performed, it is essential that industry professionals are flexible and capable to adapt frequent changes profile. Furthermore, the characteristics of the activity make it necessary to have a clear focus on quality and customer service, trying to give the best answer to customer needs.

Alerts



- The characteristics of the business in the country, mainly composed of small and medium enterprises, implies that many of them do not have enough resources to request business management services, especially those addressed to the optimization and improvement of the business such as consulting or focusing on quality controls that are required by law, such as auditing.
- Working conditions in the sector, which is characterized by pressure and high labor intensity, result in a high turnover of professionals, which sometimes difficult the availability of senior profiles, capable of leading large projects.

Strengths



- Companies in the business management services sector are characterized by their provision of a wide range of services to their customers, something that gives them considerable flexibility and adaptability to changes in demand, being able to answer to the needs of companies with a different background.
- Companies that are part of this industry have a highly qualified human capital and with a clear concern for the quality of the services that they offer to their clients.
- Catalonia has an excellent training infrastructure related to the world of business, remarking the presence of internationally renowned business schools.

Flexibility and commitment to internationalization and talent have been the key to enable the sector to overcome the economic crisis and start creating new job opportunities.

Sources: Recently published data. INE; Idescat; Departament d'Empresa i Ocupació; Estudios de Manpower de proyección de ocupación; "Los Más Buscados de 2014": Adecco. "La Consultoría española. El sector en cifras 2013". AEC. Prensa: Expansión, La Vanguardia, El Periódico, El Economista.

Articles and reports consulted:

- ✓ Mateos, M. (2014) 30 profesiones que aseguran un trabajo para la próxima década. *Diario Expansión*.
- ✓ Cerezal, J. (2013) ¿Sabe si su sector ya está creando empleo? Los 46 motores que dan trabajo. *Diario Expansión*.
- ✓ Cagliani, G. (2013) La consultoría española busca dueño. *Diario Expansión*.
- ✓ Saiz, S. (2014). Duelo de titanes entre los grandes bufetes y las auditoras. *Diario Expansión*.
- ✓ VV.AA. (2014). El mercado español de consultoría se redujo un 3,5% en 2013, acumulando cinco años de caídas. *RRHH press.com*
- ✓ Durán.R. (2013). AECA debate las novedades en auditoría y contabilidad. *Cinco días*

6. Sectorial complementary Webography

- ✓ Associació Catalana d'Empreses Consultores
<http://www.asocat.org/>
- ✓ Asociación Española de Consultoría
<http://www.consultoras.org>
- ✓ Asociación Española de Contabilidad y Administración de Empresas
<http://www.aeca.es/>
- ✓ Equipos y Talento
<http://www.equipostrytalento.com/>
- ✓ Asociación Española de Dirección y Desarrollo de Equipos
<http://www.aedipe.es/>

Barcelona Treball (The job seeking website of Barcelona)

Do you want more information of the main occupations of the Industry? You can know in detail the tasks required for each professional, the training needed to work, the key competencies and associated jobs posted on the major job seeking websites.

www.bcn.cat/treball > [Economic Industries](#)
> [Job profiles search engine](#)

Elaborated by:

Deloitte.

Co-Financed by:



**Generalitat
de Catalunya**



Unió Europea
Fons Europeu
de Desenvolupament
Regional

"Una manera de fer Europa"