ISCTE Business School
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BUSINESS CONCEPT PLAN FOR PROFESH
TALENT & EMPLOYMENT IN THE CONSULTING INDUSTRY

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Resumo

Após a crise económica e findo o período de estabilização que se seguiu, surgiu, no mercado de trabalho Dinamarquês, uma necessidade crescente de talento qualificado e especializado em certas indústrias, tais como a indústria da Consultadoria e ramos associados. A situação política na Dinamarca é hoje em dia, um reflexo das dificuldades que a economia Dinamarquesa enfrenta, face à escassez de mão-de-obra qualificada, capaz de manter a competitividade tanto a nível doméstico como internacional. A indústria da Consultadoria cresce a um ritmo acelerado, envolta num ambiente de disrupção, tendo como um dos seus principais desafios a atracção e retenção de profissionais com as qualificações certas.

O conceito de modelo de negócio em análise é um forma inovadora de dar resposta aos desafios que o mercado de trabalho Dinamarquês enfrenta. A start-up apresentada tem como objetivo a criação de valor para candidatos e empresas, exclusivo para indústria em estudo. O projeto está estruturado como uma plataforma online, que pretende solucionar os problemas de empresas e candidatos do setor, através de um serviço transparente que acrescenta valor para todos os visados, através de uma perspectiva, comunicação e exposição alargadas. Pretende-se que este conceito seja uma alternativa aos modelos e estratégias vigentes, capaz de extrair o máximo potencial de cada candidato, enquanto ajuda as empresas a reduzir os custos e riscos associados ao recrutamento.

Palavras-chave: Mercado de trabalho, Características de Indústria, Plano de Negócio, Inovação

JEL Classificações no Sistema de Classificação

M13 - New Firms, Startups;

J210 - Labor Force and Employment, Size and Structure

Abstract

The Post economic crisis in Denmark and the stabilization hereafter, the labor force is on rising demand for specialized and qualified talent in certain industries, such as the consulting industry and extended sub-branches. The political situation in Denmark as of now is specifically highlighting the issues that the economy is facing regarding the lack of availability and qualified workforce to keep a competitive landscape, on both the domestic and international scale. The consulting industry is growing at a fast pace as disruptive times are in effect and the demand for acquiring the right talent and retaining it, is a constant issue for the industry as a whole.

This business concept plan is an innovative way to respond to the gap that the Danish labor force is currently experiencing. This start-up will be aiming to create value for candidates and companies that are exclusive to the industry. The project is structured as an online platform, which is to be a solution for those candidates and companies in "pain", to offer a transparent service that brings value to all targets involved, through a broader and focused perspective, promotion and exposure. This concept is a new take on conservative strategies constraining the industry to gain the full potential of candidates and minimize the costs and risks affiliated with recruitment.

Keywords: Labor Force, Industry characteristics, business plan, Innovation

JEL Classification
M130 New Firms; Startups
J210 Labor Force and Employment, Size and Structure

"The other way is for big employers to work together and say, 'we know people are going to be moving between us, so rather than fight to keep them, let's take a broader perspective and say, if I'm developing this individual, they might move and work for you, then you're training them, but they might come back and work for me." - Jennifer Cable, Talent Expert, PA consulting

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Executive summary

This project is conducted on the foundation of an innovative business plan responding to a societal challenge in the Danish Consulting industry and its sub-branches. ProFesh is initially going to be a concept that is conducted online in the form of a site attracting job candidates and promoting consulting companies. The response is in favor of the current societal challenge that the Danish Labor market is facing.
ProFesh is a new attempt to create a solution that is exclusive to the industry and a provider of informational content towards a B2B/G and B2C segment that is affected by the political conditions in Denmark regarding this matter and its need for the specialized and qualified labor shortage. ProFesh is going to embrace insights into the industry and new features for job portals to accommodate the challenges in a value-adding way for all parties involved. The strategic approach lies within a differentiated focus strategy that will serve in the form of a profitable business model to a niche market at the lowest cost compared to its competitors.

From ideation to implementation the concept will launch as a primary focus on the Danish market, with an intention to expand globally after year 3 in progress. ProFesh is in competition with high-quality service and cost compared to other offers from indirect competitors. The platform is looking to attract and serve more than 140.000+ people and more than 47000+ companies in the Danish market. Each segment is carefully selected based on criteria found in the preliminary research and aims to be the preferable job portal and company exposure platform on the market. As it is of today, the only concept with an exclusive focus on the consulting industry and its sub-branches. ProFesh is strategically planned to aim for a minimal risk in investment because of its nature of being a startup and is forecasted to be at a steady growth of 6%, Each year and a profit of 80.962€ from the 2nd year of being in operation. In the initial year, net earnings are of “symbolic” positive value but are expected hereafter to rise 100% significantly. When the value is added, and the market share has reached 0,85 % ProFesh will aim to expand its services to other markets. Profesh is an idea that focuses on having the insight of challenges in recruiting the right candidates for companies and a knowledge-base solemnly to accommodate this industry.

Financially the ProFesh business is estimated to generate a total sale of =105.651€ in the first year of 2020, only increasing to =422.603€ by the 4th year in business.

The market share assumed to be starting at 0.21% leading to 0.85% in its 4th year in business.
The project is generating a surplus from its initial year on the market.

Startup costs are at =452€ and remuneration required are covered by private funds of the owner.
The requirement of 1st year 96.382 for a staff consisting of 2 people. The 3rd year with an additional part-time hire is justified by the earnings covering a total expense of 127.207€, leaving a surplus on 147.549€

The sales forecast and net income statement represented in the economic and financial evaluation will prove the feasibility of the business.

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1. INTRODUCTION

The post-economic crisis in 2008 and the stabilization hereafter has increased demand for specialized and qualified labor, it has been on the rise in Denmark and internationally. The consulting industry is more than ever experiencing a demand for services from both the public and private sector, lastly the export of such tasks is equally requested and a necessity for businesses and future growth. Based on industry analyses and the current situation of lack in the labor force, it has become a critical problem for not only the consulting industry but also the overall market to get and retain talent in Denmark.

The impact of a changing society and a digitalized era that is a continuous development has become a primary factor for the consulting industry on, how to adapt and stay relevant for client demands. According to Danish authorities and the big debate in current politics, it is a critical point for the future of the economy and the country to stay competitive in an international landscape. This is especially due to the unfavorable tendencies of an older population presenting the majority and less of the youth to take on the labor market. Concluding on that basis, the Danish workforce needs much more availability and increased focus on skilled people. The scope of this project will be evolved around the workforce and availability for the consulting industry. This thesis will be based on an innovative business concept plan for a recruitment channel and exposure of talent and companies, to accommodate the need for competences in employees and availability. The motivation behind is of my interest in the consulting industry.

The high competition in consulting positions is a great opportunity to help firms invest in the right workforce to assure their career development with them and retain specialized talent. It will regard all the positions categorized within the consulting area and also the smaller firms that need exposure in comparison to the big players on the market. Investing in talent has always been a risk on financial and time measures with the intention to eliminate loss, therefore companies are always on the hunt for recruiting the right match, using multiple channels to do so.

Business operations are changing fast in this century as we progress technologically and so does the people needed for companies envisioning their competitive position for the future. The impact of a global economy is evolving around an informational time, that requires certain knowledge and has affected markets in such a way, that being proactive and adapting to situational business solutions is the way for staying in operation. To conduct this type of development, businesses are investing more than ever in employee assets, that can deliver value for money.

People are busier, work longer and "time is money". Specialized knowledge and understanding change is a big part of organizational adaptation and key for performance and competitiveness. The request for qualified people comes with the expectation of delivery and reward, ergo gaining value for what is invested. Former conservative business strategies are getting behind and require more firms to implement new strategies to adapt workers fast and successfully land a well-performing workforce. The key element of every business is the employees. Looking into the recruitment business there is a need for a more in-depth focus of certain areas. The project is initiated to weigh valuable factors on how to attract the right talent and on how businesses brand themselves. Certain features that will be available in this project is to distinguish between traditional recruitment channels and to favor and explore new innovative ways to promote company brands and candidates.

1.2 Motivation & Objective

The window of opportunity at the moment lies in finding candidates to work for consulting businesses. Due to the high demand for qualified labor and a combination of unemployment as of the current situation in Denmark the outlook for potential is towards academics and graduates. Consulting firms are eagerly looking towards hiring the best of the best to stay competitive. The consulting industry is also an attractive job provider with lucrative pay and good benefits. Although the existing high competition, there are candidates that need exposure and potentially would be a good investment for the consulting firms, when looking at it from a broader perspective. Those that are not noticed during recruitment processes are often overseen because of the categorization of their background or that they simply feel un eligible from scratch in their job search. The goal is to broaden the perspective of potential candidates and match people with the opportunity of becoming consultants in all aspects of consultancies and its sub-branches, which are represented in numbers in more than 47000+ businesses on the Danish market. Likewise, companies need their listings and brand exposure aimed at candidates that can strengthen their workforce. The intention is to create awareness of the lack of labor and create a base that completes graduates and experts from a variety of backgrounds, for the consulting companies to view and attract all potentials to accommodate the demand, whether it be foreign, senior, junior or graduate level. The goal is to diminish unemployment and availability times for candidates and retain talent for knowledge-intensive service firms that are dependent on candidates with higher educational backgrounds and experience.

2. IDENTIFICATION OF THE INNOVATIVE PROPOSAL

The vision for accommodating the gap of labor in the Danish consulting industry is for a collaboration of businesses and candidates. After finding the lack of availability and employment as a potential way for constructing a base that can respond to the issue, that the Danish labor market is experiencing. Based on the criteria and needs that the consulting industry is searching for, the concept is to collect both specialized talent and newly graduates that wish to have a career in a chosen consulting company. Primarily a focused cluster of seniors, union members and upcoming consultants that are being exposed to big market players and smaller ones too. The goal is to differentiate with a new approach of recruiting talent specifically for this industry.

The base for an innovative business plan is to put entrepreneurial skills into a coherent business canvas that covers key elements to a lean startup and the implementation involving strategic management, to provide an overall direction of the business purpose and objectives. The business model canvas template (Osterwalder, Pigneur 2010) is a tool to initiate a business structure from ideation phase to implementation, that will evolve and change over time in the process with strategical support during the development of the concept. Concentrations of the BMC are in the offering, the customers and the finances.

This project aims to develop an online platform solely for the consulting industry and its sub-branches, because of the high interest in jobs within and the demand in the market together with the availability situation in Denmark. The innovative proposal consists on creating a platform that includes all sides of the industry in one forum that creates value for all parties involved. The construct is a response to a crucial situation and an opportunity to differentiate through concentration for a specific industry in an exclusive way, from other available channels that focus on the labor market as a whole. In the process of creating the most value will be an assessment of candidate profiles, behavior, company exposure and unions interacting with potential candidates, etc. lastly how it is possible to implement and financially generate profits from this idea in the years to come. The different segments and activities will be thoroughly described in aims to get a full understanding of the business concept at the end of this proposal.

3. LITTERATURE REVIEW

3.1 Trends & Challenges facing the consulting industry

The consultancies are a client driven industry that needs to react fast to a changing environment, not only in terms of services that they offer but also acquiring and investing in talent that can follow up to ensure their own long-term growth. This regards to the state of a technological enhanced world, changing the landscape for business activities, talent acquisitions and clients. What it means to the industry is inevitable, the market is affected by disruptive trends, forcing the consulting industry to address a long time known high value classic consulting branch verses, a low-cost commoditized branch. New business models emerge and are necessary in order to keep the share of the lucrative transformation market.
According to (Momani, 2013) "Management consultants add value to organizations (including governments and public-sector undertakings) by providing them with unique expertise not easily available within the organizations and/ or in cases where the organizations were slow to respond to the environment" After the consulting industry becoming prominent in recent years, the primary value of the consulting business is the ability to provide smart people with diversity of experience and exposure, who could lend an impartial outside perspective on the client´s problems and challenges.

The side effect of transformation equals the issue of recruitment and retention of talent in knowledge-based firms (Drucker,1993; Powell and Snellman, 2004). The employees are the main assets for success. Many organizations are bound to look beyond what top universities people come from, and into what skill set and competences they have instead, lastly not just focusing on where they obtained them. Especially in an economy with a lack of specialized availability in labor such as Denmark. Consulting companies need to see the opportunity and identify the positive aspects of being visible and represent themselves to a broader but concentrated range of talent, meaning some conservative hiring strategies need fundamental change in order to accommodate the rise and demand of qualified labor. Studies have shown that organizational performance is closely and significantly related to intellectual capital, innovative processes and competition (Bontis et al. 2000). It is a positive, to look beyond academic records and look into what other experiences the candidates have gained at previous jobs that might have been in different industries but have similar tasks and challenges that can be transferred or projected to the work assignments of the consulting industry and thereby not excluding them just because the job title or company doesn't fit in with the expectations administratively or the cultural norm. (Roos. 1997) argue that employees generate intellectual material through knowledge, competence, attitude and intellectual agility. Human capital represents individual knowledge stock of an organization as represented by its employees. "Competence includes skills and education, while attitude covers the behavioral component of the employees' work. Intellectual agility enables one to change practices and to think of innovative solutions to problems."

3.2 Defining consulting & consultants

A professional service firm as a consulting company, is a knowledge intense organization with a professionalized workforce. They provide primary functions of advisory, quality service and knowledge to other firms that does not possess the know-how or ability internally. As an external intensive knowledge-based company that aims to advise and service clients which are, other companies that seek or have a set of goals/objectives that they want a consultant to manage. In current times, the global economy is moving from a production-based economy to a knowledge based one (Drucker,1993). The professionality in service firms of consulting evolves around providing expertise on transformation, digitalization, innovation, efficiency and leadership primarily in today's economy. Including consultancy in other branches can be in: law, architecture, accounting, IT and design.

3.3 Consultants

They will need an in-depth insight in the client's situation and understand their business and industry that they operate in. Consulting services are by advisors that gives consultations to clients and are connected with the working team of the client.
Consultants bring valuable knowledge to the goal set/objectives of the client, whether its strategy planning, implementation or problem solving. Consultants makes sure to provide the resources and tools on how to perform or solve a matter within the clients' objectives and purpose of initiating external help, a process creating value through improvement. (Roger E. Muns, 1991)

To summarize, consulting firms must continually create new knowledge-based structures to remain innovative. They accomplish this task by developing new practice areas (Gardner, Morris, & Anand, 2007). Another way to define the operations within the consulting industry according to (Turner, 1982) describes a transparent eight step hierarchal fundamental purposes of the industry and consulting business.

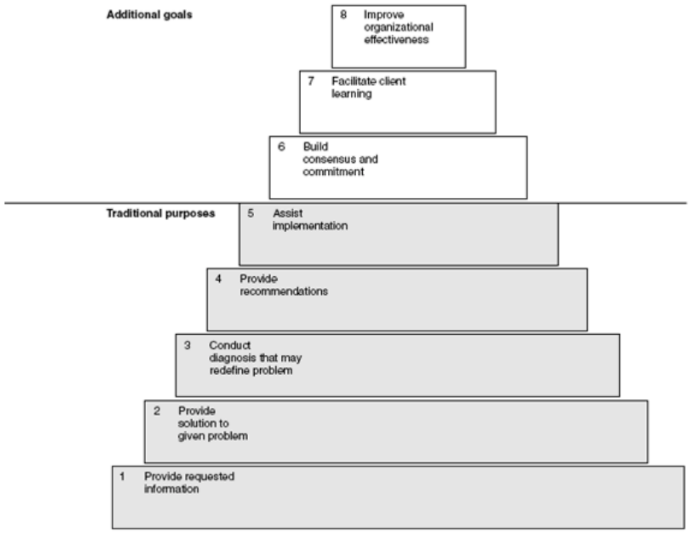

Figure 1 Source: Turner, A. N. 1982

The division of the purposes is what is generally expected functions, but more so the traditional purposes are no longer enough to stay in the competition. Many consultants today are aware of this and leading firms assure to incorporate the additional goals in the early process to add value. It is of significance to the consulting services, because its emphasizing a firm's recruitment and staff development skills and helping the improvement of the future performance of the organization according to Turner (1882).

It is important also to understand how the position of each consultant has changed through the past decade, going from narrow expectations of the profession to a broader one, where the practices have shifted between former generations to a newer more tech savvy generation.

3.4 Disruptive Innovation

An overall look at the industry digital transformation is the fastest growing segment of the consulting sector. Innovation performance is on top of the agenda taking over the more classic practices, that's has been known for the industry, which is important, to gain competitive advantage. The consultants are those who stand in the front to deliver expertise on this part. The aftermath of societal change and adaptation thereof forces the consulting industry to obey by the differentiation in client demand. Going back to the traditional tasks of consultancy, it is crucial for talent to be broadened in order to meet the expectations of today. (Drucker 1999) perspective of knowledge worker productivity is the managerial challenge in our century. Based on this theory, the managerial and organizational abilities to accommodate productivity must be a constant integration in the organizations, through especially people, processes, products and tools.

3.5 The specialized workforce

Innovation in knowledge-based organizations is particularly challenging owing to the ambiguous nature of knowledge itself. Scholars studying change in knowledge-intensive firms have addressed this ambiguity by focusing on the organizational elements in which knowledge inheres, such as people, processes, and systems. One approach has emphasized the importance of individuals expertise and the creation of policies that enable the recruitment, development, and retention of highly talented people (Starbuck, 1992) Implicit in all of these approaches is also the notion that knowledge-based innovation emerges from ongoing work and is then embodied in organizational structure (Dougherty, 2004)

3.6 Gaining & retaining talent

The constant issue stated by many global leading companies, is in attracting and retaining the right talent for the long run. According to Leading organizations (Keller, Meany. 2017) their research has approached the perineal issues regarding attracting talent. “When talking about retaining talent, we are referring to how to get the best “raw ingredients” into your organization´s human capital “recipe””. According to the U.S. bureau of labor statistics, the average worker today stays at each of his or her jobs for 4,4 years, but the expected tenure of the workforce´s youngest employees is about half of that.” And it is even lower in Denmark. The indication is that this can be both an investment risk on getting people on board, that leaves earlier than expected, and that competitors who have already recruited the talent because of a better understanding of strategies, operations and culture. Companies are turning towards AI intelligence and algorithms to determine the right traits of candidates. Which according to (Keller, Meany, 2017) is a method working on retaining the right talents but is also shown to evaluate wrongly on other skillsets needed. Either way human resource managers will keep needing a human decision-making unit as it has always been, because no algorithm can in the end determine winning candidates, funded in it also is about human connection, culture and understanding the preferences from candidate to employer.

3.7 Recruiting activities

Human resource planning is important for every organization and its success in the long run. It includes for many different strategies and techniques in order to find the right match. Usually they look within resources, selection, career planning, training and development and lastly the determining factor risk management. In other terms if the investment in the employee is worth it or not. Because it is a financial risk and loss of time to perform for a specific cause in the company if it's the wrong hire.

Human Resource management theories concerns around these techniques of selection through interviews, cultural intelligence, persona examinations and assessment sessions. According to (Korsten, 2003) and (Jones, 2006) these processes are mutual to many high performing service companies. Processes are either internal or externally made or online in accordance to recruitment policies such as listings online, decision making, advertisement and selection. (jones, 2006)

3.8 The industry

The world is fast moving from a production-based economy to a knowledge-based one (Drucker, 1993; Powell & Snellman, 2004). As a result, organizations are becoming more knowledge-intensive (Alvesson,1995) and are increasingly dependent on innovative knowledge to create value (Kim & Mauborgne, 1997). Therefore, the question of how firms should be organized for them to generate and exploit new forms of knowledge is a very important one.

Overall the turnover in the management consulting industry has grown more than ever altogether from 2010-2017 on top of that the added value in the industry =12.716.789.727€ Billion, shows an analysis from Danish Industry Association, the management advisors. More than half of the employed are with a longer and higher education in the industry which is referring to the Danish division of educational categories. The Danish association of Lawyers and Economists union, including their other associations that are organizing graduates and students from business and social science backgrounds emphasize this stand especially (Tine Santesson, 2018) in their annual review.

Since 2008 more than 69% of candidates in the relevant unions are employed in the consulting industry. The mentioning is that Boston Consulting Group alone in Copenhagen is six times bigger than what it was in 2008. The recruitment process is still strict, and it takes a lot to get through, what is most common among consulting firms, a five plus step assessment process, to get hired. Along with (Kim & Mauborgne, 1997) view of being dependent on knowledge, it takes a lot to get into consideration, such as a top tuned CV, related prior experience, top performing academic record and most likely to be above the average. Based on these statements and the industry requirements it says a lot about how to land the job and get into consulting. One thing is to look at academic records and education, but another key element is those who survive in the consulting business environment, are those with characteristics of being self-efficient, have high energy levels and good sales skills, scientist Line Kirkegaard says, the common trait amongst those who want to work in consulting are those that strives for development, do their best and those who have a competitive nature, the ability to work in teams of diversity and understanding social and cultural intelligence.

3.9 Cultural intelligence & influence on performance

From a more modern perspective Elisabeth Plum´s theory from (E. Plum, 2008) of "CI" Cultural Intelligence is the ability to create a fruitful collaboration with people who think and act different from ourselves. This is an important theory to take into consideration when assessing employees and recruiting people according to the findings of characteristics previously mentioned. The theory evolves around three dimensions:

The dimensions are among the theory of the companies to help them to develop a cultural intelligent cooperation through merging processes, interdisciplinary merging, project management and international management. The dimensions help to cover important elements of team work that leads to success. Plum is using this to give a more realistic modern picture to the business life. Just to take into consideration Hofstede's cultural paradigms of still being the dimensions used in companies. She tries to expand the theory towards the more complex issues that is more a reality of today, While Hofstede manifests to universalism that was applicable to more business settings years ago. (Plum, E.) does not disregard the paradigms, it is more an approach to understand the differences of the complexity of today compared to when Hofstede intentioned his work. She highlights how more companies are being aware of this. A portrait of her work in the art of leading cultural complexity, can be applied on how we manage and hire talent, that can be better clustered for better performance. As the description above is showing, according to Elisabeth plums theory of CI an employee that is capable of engaging in all three elements, equals the fit of Cultural intelligence. The three dimensions of the cultural intelligence theory by Elisabeth plum is based on emotional, cognitive and action dimension. (Cultural Intelligence, 2008) presents this as such:

The emotional dimension- intercultural engagement:

1. Relates to the emotional motivation to generate solutions. “Intercultural engagement includes the motivation we have to achieve a fruitful inter-cultural encounter” we are affected by the external drivers, goals and objectives such as the need to develop a strategy for innovation and internal drivers such as curiosity or an attraction to things or people who are different. These drivers determine how much of an investment we are prepared to put into any situation”

The cognitive dimension – Cultural understanding

2. This dimension focuses on the objective or rational component. It evolves around reason and the capacity to develop mental structures which enable us to understand the encounter. “to think about what is going on and to make judgements based on conceptual frameworks and language. It consists of understanding oneself as a cultural being as well as understanding people with a different cultural background. This dimension requires knowledge about what culture is as well as knowledge about the characteristics of our own and others' culture. It also consists of cognitive flexibility and the ability to transfer experience from one kind of cultural encounter to another.”

The action dimension – intercultural communication

3. “The action dimension is about what happens during an encounter, what we decide to do based on our judgements about the situation coming from the emotional and rational data we have collected. The action dimension is the activity and communication during the cultural encounter, what each participant actually does in this encounter. It consists of various types of interpersonal communication, for example, listening, questioning, summarizing, agreeing or disagreeing etc. as well as skills which we have learned to manage relationships in general involving body language, etiquette, rituals, rules and techniques. The action dimension brings the other two dimensions of cultural intelligence into play.”

According to plums (CI, 2008) they all influence each other and are equally important to one another, in the assessment of having cultural intelligence and to gain a deeper understanding for driving to success and positive results in relation to professional, organizational, national or racial differences. (Elisabeth plum et al. concept of cultural intelligence)

3.10 Attitudes & company culture

When studying employer hiring, scholars typically analyze individual, organizational, or institutional factors. However, hiring involves more than just candidates, companies, and contexts, it is also a fundamentally interpersonal process. Job interviews are crucial components of hiring in many industries, subjective impressions of candidates that employers develop through interviews are strong drivers of hiring decisions, often carrying more weight than candidates' resumé qualifications. Still, sociologists typically analyze pre- or post-interview aspects of hiring. In light of this, several scholars have called for more attention to the interpersonal dimensions of hiring.

4. Reference Framework & Methodology

The work of this innovative business plan has been conducted on the bases of methodology that is used accordingly to detect and identify relevant data that can build the validation of the process. This project is related to the composition of a plan to cover all subjects of matter that is required to make it work when initiating the business plan. Using both scientific data, theoretical books and publications, industry reports and complimentary sources about the consulting industry, political landscape, hiring and retaining talent, demand for qualified workers within SMEs and bigger corporations. This has been studied in order to create a transparent platform for candidates entering or operating in the industry. The primary research is in reference to understand the need and opportunity to create a business plan in response to a current situation. The literature used in support of this project is chosen to get an understanding of the market, changes and complexity of consulting businesses. All together the literature and data collections are to ensure the relevant examinations of the variables that have impact of this task. Including using models and theories to demonstrate and eliminate errors in the delimitations that will be explained.

REFERENCE FRAMEWORK

Talent & recruitment in the consulting industry

Challenges: Continous development of skills, Respond to disrupitve times, deliver quality service and knowledge, high productivity, keep innovation a priority

Specialised talent: Be able to respond to demand/tasks, hire for long term and retainment, develop employees, invest in training personel, minimize cost of losing talent

Change of the need: Bring diverse backgrounds into play, emphisise cultural intelligence, adapt to change, broaden search for talent, develop new strategies, match candidates, look beyond conservative practises, not exclude potential talent, differ in communication

Branding: Create transparancy, exposure, branding of SME´s and exclusive firms, be proactive on trends and attract talent

1. Help the consulting industry to minimize gap of availability	2. Provide a broad base of new and specialised candidates	3. Accomodate change in candidate requirments	4. Make a transparant and easy perception of a job platform	5. Better and focused employee matching	6. Help companies with a concentrated exposure

Figure 2 Reference Framework regarding literature review. Source: Author

In regard to the industry of consulting, and especially in Denmark, it is a common challenge that companies are using mutual strategies and procedures on how to attract and recruit candidates.

Although it is unsure whether the choosing of candidates is, mostly seen as a successful pick, many HR managers don't think they have chosen the best match according to studies done on professional service firms in America and Europe, where there is a distinctive search for specialized talent. This collides with the disruptive trends demanding the qualified talent, that requires new thinking, but also the fact if companies are branding them self correctly to the newer generations who think differently and are exposed through the right platforms. The industry is growing and there is by mutual opinion a constant challenge on hiring the right people to stay competitive on productivity and delivering quality.

Researching the industry and based on the findings in literature, it is an issue that is changing from classical approaches to a newer response to the complexity of the work in the industry today. Supported by the reviews and data collected it has been identified that there is an ongoing challenge in the industry, not only on in the Danish market, but globally in consulting. Although focus here is to fill the gap and create transparency for the Danish market, it is the priority to keep a narrow scope as a start, but not excluding the possibility of entering new markets. The four detected areas of importance are the challenge in itself, the overall industry, specialized talent and branding of company that seems to be highlighted in majority of the articles on this subject of matter. A lot of the literature focuses on what is needed and what qualifies talent. Then a look on the type of services and what are the critical factors for success.

Concluded by analyzing the players in the Danish market, operations and methods are at a change in a volatile development. It is critical to look on some of the most important assets as staff and productivity. Lastly not forgetting about how innovation is the leading reason on why it's needed to have more expertise in this area and how to find those who possess it. What is resulting the internal issues in companies experiencing a void in getting the right talent and so forth. By the examination of these areas and the research done it should be a possibility to create a platform with a broadened base that provides better visibility and transparency to consulting companies and the sub-branches. Most importantly helping candidates with the same exposure and transparency, to find and apply for the job listings. It is not only the biggest market players, but also smaller and exclusive independent companies that operate in the industry with similar business areas and developments. They are often not as visible on listings when market players have higher ranks on a job recruiting channel. This will bring both company types and sizes to a more focused industry and provide an exclusive base with better exploitation and communication, also promote individual talent and company. Perhaps changing the traditional way of recruiting to a certain. The main factors affecting the consulting business includes globalization, complexity and acceleration, rising competition and customer focus, network economy and industry gliding and digitalization, which makes it even more relevant to study and find a way to manage these external factors.

To conclude on the findings, it is just as equally important to understand the motivation behind the consulting industry and its challenges as it is to understand a recruitment channel and the ways it operates. Deep insight is necessary to come up with a solution that responds to the “pains” that the industry is currently facing. It is just as vital that the recruitment channels are being up to date with the exact information to be able to stand out and deliver a quality base. As this business concept is being explained in the following chapters, it will highlight the important processes in order to end with an outcome that is worth pursuing.

5. MARKET ANALYSIS

5.1 The Danish consulting industry

In Denmark the consulting industry reached approximately 22€ billion in 2018 and is on a continuous rise. More than 48pct. of consulting companies is expecting a 10pct. increase in turnover for the following year, according to data from the (Management Consulting Union 2018). The statistics are based on revenue, employment and the level of education. With the effect of disruptive times and need for delivering expertise and skills, the most important asset of the businesses are the workers generating the end result of productivity. Consulting on transformation and strategy is the primary service demanded by the public and private sector clients. According to the (Danish Industry report analysis 2018) the employees with higher education is clearly the majority represented in the workforce. They are characterized with high competences and have an above average high score in education when looking at most industries, generally. Thereby the most attractive part for occupation in the consulting industry. The result is clearly that that the least attractive educational background for employment are those with a short education. 70pct. of employees are consultants or partners and the administrative personnel is covering the rest. Concluding on this, the pool of candidates with interest are those with the required educational background, experience and cultural intelligence to fit the target of the business plan.

5.2 The consulting services and project outline

Among the primary services in both the public and private sector both SMEs and larger enterprises specializes in the disruptive trends that currently deliver most value to clients. Besides strategy and transformation being the most demanded in 2017, many services are involved in operations, efficiency, growth, innovation, leadership, change, digitalization and IT. Furthermore, in depth counselling on organizational development, execution of strategies, implementation, company products and pricing strategies. Lastly in IT, its more analytical work on market analysis and evaluations. Operations on lean and supply chain management, efficiency of logistic sourcing and procurement. Hence that the expertise can be applied to most businesses the majority of services sold was to the state-owned organizations and public sector before 2016. The private sector in Denmark have had a growth pike in sales from consultancies since 2016, resulting in majority of sales and growth to be 65pct. of the revenue while the public sales are resulting in 35pct. in the recorded year of 2017.

5.3 Growth of employment

The consultancies are a client driven industry that is obligated to acquire competent people. It is essential to hire those that are willing to invest a career in an industry that is time consuming and depends on personal development. Acquiring talent means in this industry people that can dedicate and live up to the expectations of flexibility and a changing environment as a constant.

The continuous search is on relevant expertise in order to deliver value and hire talent, that specializes within an area of operations in consulting after being recruited, most preferably with one or more fields of specialization, across sectors in business and find the best performers. Clients expect consultants to be their trusted investment in return for value, tailoring specific solutions and deliver quality, therefore requires consultants with broad competencies and skillsets that fit the categories of services that the majority of consulting houses operate in. Ergo the consultants are again the crucial asset for the organizations success factor. In Denmark both SMEs and larger enterprises operate and compete against big international players. The average of employees in large consulting houses is 95 employees or partners that have less than 5% share in the company. Medium and smaller consulting houses have a lower average between 6 to 2 employed consultants per partner. In 2018 approximately

19.500 people were employed in the management consulting industry. The employers in the Danish consulting industry varies from small, medium to large companies, that have been identified through the memberships of the Danish Industry Association, branded as the top companies in each of their size category, they will be mentioned later on. The data from Danish Industry is representing a broad scale of business entities to give an overview of the market players. Unions represent many unemployed academics and therefore should be seen as a contribution to finding employment, as they attract members according to industry and background relevance. There are 24 Unions currently active and operating in Denmark, where of those that are relevant will be a potential customer for this project (Danish industry Association, 2019).

5.4 Employment rates & availability

An overall look at the consulting industry including all sectors, resulted in 2017 an increase of 6%, that is in both national and export market sales. The majority has been on national sales to the private sector and is responsible for more than 81pct. of the total revenue. This data is in regard to the industry as a whole in the categories of offering a service:

	Consulting Industry & sub branches in advisory services	
IT consulting	Law	Architectural
Management consulting	Marketing & Communication	Design
Accounting/ Audit	Technological consulting	Market analysis & polls

Table 1 Showing categories of service in consulting. Source: Author

Other business services including IPR (Intellectual property rights) are also common, and the category can be added to several businesses, that might be smaller or exclusive, that don't appear by size or respondent criteria in the Danish industry association report, therefore considered a category in advisory services too. IT being the biggest, followed by management consulting and marketing and communications.

Export sales have grown in the last years from 2014 -2017 according to data from the (Danish Industry consulting industry report 2018). The technological consultants plus design consulting took a big part of their revenue from export sales, around 36pct. for 2017

The overall industry grew to a 140.000 people in employment by 2017, the largest recorded ever and still increasing. This is since 2011, tracing back to 2008 when the financial crisis hit. The majority of the people in this, are 85 pct. of the total employment on the pay roll and the last 15 pct. are freelancers or independent/ owners of the total employment. Divided on design, it, technological, marketing, management and communication areas.

As the capacity and increasing demand for skills is on a rise the educational backgrounds are more important to distinguish talent from another, not to exclude relevant work prior to employment and cultural understanding. As the export sales grows, the capabilities for the employees is even more important to have the know-how and knowledge for operating in international scales and project outside the boarder.

5.5 Demographics, gender & education in the consulting industry

Those that are conducting the business daily across the areas within consulting compared to the whole economy is shown to be the highest in education when looking across industries. According to the Danish consulting industry report 2017 of the approximately 144.000 employed in the field only 38% pct. within was women and 48% pct. in the overall industry. With the majority within legal entities. Looking at the data it is the majority of men that operates in this business on all sectors and branches. The analysis also indicates the different age level according to each area that are the most common for each age category. It is stated in the report that men are the majority represented although more women are getting into the business, as more women have a desire to attain leadership positions. For the consulting industry areas of operation, it is 38% women vs. 62% men, which visualizes a picture of the gender division for target purposes later on. To conclude based on the statistics conducted by Danish Industry the difference between male and female participation is not of major indifference, but in regard to what sector of consulting that they are represented in according to ages is such:

Under 30 = 21%	30-39 = 22%	40-49 = 25%	50-59 =20%	60+ = 12%

Table 2 Showing Age division, sector of work Source: Danish industry association 2018.

Educational level in the consulting industry 2016	No competent education	Competent courses	Short education	Medium long education	Long education and scientific education
The Consulting industry	15%	18%	8%	24%	31%
The whole economy	28%	33%	5%	18%	11%

Table 3 Showing educational level, Data Danish Industry Association 2018.

The numbers indicate the participation, in age and educational background representing the consulting industry that covers all fields of operation. For all categories majority are Danish citizens, second western citizens, thirdly between 1-2% are from non-western countries.

6. BUSINESS ENVIRONMENT ANALYSIS

6.1 Recruitment channels

In order to get a full view on how candidates and companies search for jobs and talent, it is evident to take a look on what ways people search and the preferences they use to get informed and noticed. Opposite is how the companies attract and brand themselves whether its online or through partnerships with recruitment agencies or bought placements.

According to (Ballisager recruitment analysis 2018), the statistics shows on a scale of approximately 2250 companies that were analyzed to join the survey, where of 927 companies attended, giving a satisfying response of 41,3%, among these 73% are private companies. The survey is an attempt to know the usage of recruitment processes.

Type of company	Percentage
Public	27%
Private	73%
SME´s private (1-49 employees)	29%
Big corporations (50+ employees	44%

Table 4 Showing usage of recruitment processes. Data: Ballisager 2018

The type of company and size of employees are relevant in determining the target as it shows and overall behavior of the consulting industry and their way to attract and communicate their job ads.

Age	Percentage
18-30	4%
30-40	19%
41-54	55%
55+	23%

Table 5 Showing age and percentage in usage of recruitment process, data: Ballisager 2018

Looking at the exposure the companies used for hiring talent it's been divided as such:
Job listing, Network, LinkedIn, Facebook, unsolicited applications, External CV databases, internal candidates and jobcentres. The analysis has through eight years been consistent in order to get a real understanding on changes and is concluded to be realistic to the variations occurred in recruitment channels in recent years.

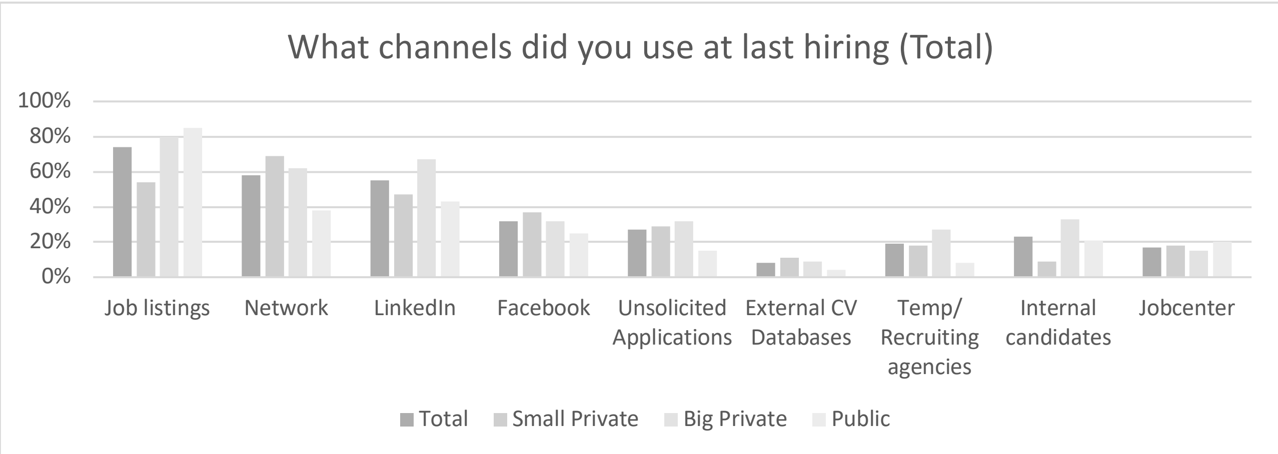

Figure 3 Channel usage, data: Ballisager 2018

The highlights are the three most used recruiting channels for the 4th year in a row to be Job listings landing on 74%, network 58%, LinkedIn 55% which counts for all types of companies. Facebook joining the higher ranks and is the fourth most used of 32%. Public employers using job listings is on 85%, while LinkedIn has 43%, in a second place for networks 38%. According to the analysis there are three differences to take notice among smaller and bigger enterprises. Job listings and network in bigger enterprises are the most used recruiting channel of 80% whereas in the smaller enterprises network is used 69% of the time. LinkedIn is used by 2 out of 3 big private companies 67%, while small companies are at 47%.

Facebook is used more often by smaller companies 37% verses big companies 32%, Facebook and LinkedIn are on a decrease for 2019 according to the industry analysis.

Looking at the statistics it is noticeable that the majority among both big and smaller companies uses job listings online and networks for the majority of their talent recruitment, for the purpose of this study and project a factor regarding the percentage usage of recruiting businesses as temp, and bureaus is among the small companies 18% and for bigger companies 27% indicating that this is still a percentage of talent recruitment that has an impact on the industry ,and that it is still relevant to have these recruiting businesses to respond to the gap of employment and search for talent.

The job portals and networks are trending the most, but it is also equally important to look at the behavior of applicants and their ages to determine how both the young applicants who are most likely to be graduates or entry level searchers on their usage of search for companies, versus the older segment most likely to have experience and senior level positions, and how their behavior in job search applies to this study.

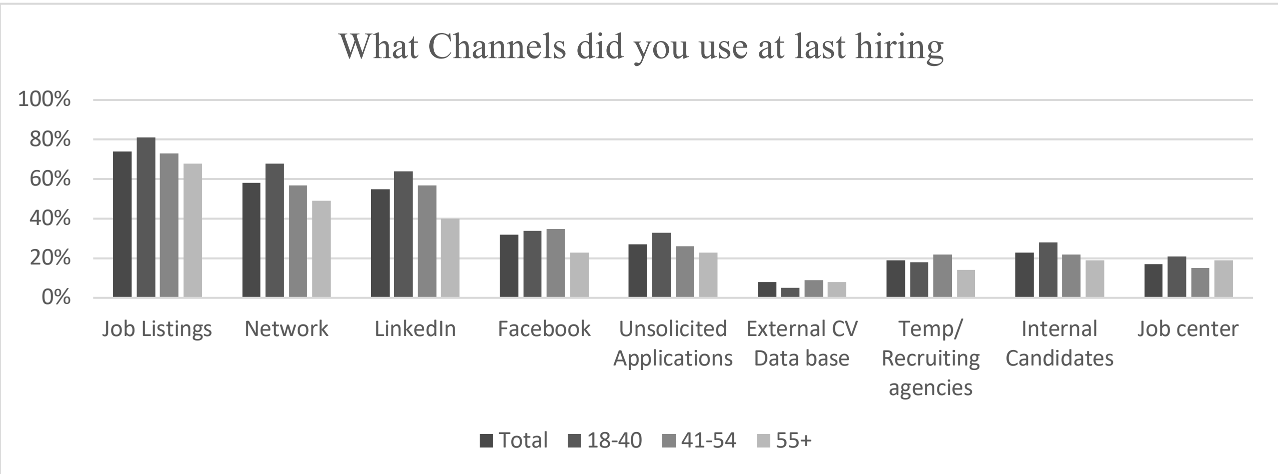

Figure 4 Channel usage of companies, data: Ballisager 2018

As the table show, between the age groups, there is a difference of 8% among the 18-40-year olds and 41-54 year old using job listings and for the majority part of job search and11% in difference for using networks. The gap among the youngest segment and the oldest segment is 13% for job listing and 19% for networks. This comparison is just a small indication of the differences among the ages of candidates and their behavior in job search, which is quite universal because of the channel types used today job listing and networks are amongst the most popular ones. The difference between recruiting agencies is 9% among the youngest segment and the oldest segment of applicants. This indication although fraction in percentage on the bigger scale is showing the importance of how to communicate and target juniors from seniors in regard to create and attract the right talent for specific positions and skill requirement. Network and LinkedIn being used most of the 18-40-year olds. Unsolicited applications are among 33% of candidates, and 28% of internal candidates is also used the most by this segment. It seems the younger the candidates are, the more recruitment channels they are using and this is a big factor for targeting and segmenting candidates. Partly it can be concluded on this data that the younger segment is attracted towards using more channels than the older segment per. hiring.

The research continues to categorize regions divided into major cities and countryside regions showing how the companies are offering jobs while using recruitment channels.

Study shows that countryside uses less network 50%/60%. For LinkedIn its 48%/57% than major city regions. The outer regions and countryside uses more often Facebook, recruitment agencies and the job centers. Job centers are facilities provided by the government, to get people out of the welfare system and contribute to the workforce.

6.2 Recruiting channel over time

There has been a rise in four channels, while five of the channels are experiencing a decrease in usage. These are again categorized by the same segments. The overall picture is from 2015 in comparison of today, the usage and channels have risen from 2,8 channels to 3,1 in 2017-2018.

The usage of job listings is at its highest of 74% but is not experiencing growth on behalf of the network recruitment which has also risen to 58%. LinkedIn and Facebook are on a continuous rise through the last 6-8 years and for the first time ever LinkedIn is preferred in more than every other recruitment process of 55%. Facebook landing on every third recruiting process of 32%, which means that Facebook has surpassed the usage of unsolicited applications of 27% that has experienced a decrease back to 2012 statistics of 27%. CV data bases and external sources are on a low of 8%, although experiencing a small increase last year.

6.3 Private companies & choice of channels over time

The overall picture of private companies using recruiting channels has a slight difference from the usage as a whole, the focus for now is to look at the private sector alone.
The three most used recruiting channels in the private sector are: 70% job listings, 65% network an 59% LinkedIn. For the annual analysis of 2018, the job listings have gone from 59% to 65%. Facebook from 28% to 34%, Facebook surpassing unsolicited applications for the first time. LinkedIn usage as a well-known tool for recruitment processes is continuously rising and is used at almost 6 out 10 employments, within a private company. While private companies' usage of unsolicited applications is on a downfall from 44% to 31%. The previously job centers also mentioned, the usage has fallen from 20% to 16%.

6.4 Public companies & choice of channels over time

The research shows a significant difference between public and private companies in the overall picture, therefor the focus will now continue towards the public companies and their choice of channels. The public sector in comparison is using less recruitment channels than the private sector. The public sector has in all times used the method of job listings and still has the biggest usage for this sector. LinkedIn is for the first time the second most used recruitment channel in the public, 43% a rise from 34%. On the third place is networks 38% same as the previous year in 2017. The public sector has halfed their usage of unsolicited applications from 35% to 15%, which is also the biggest decrease registered on a recruitment channel in one year.

6.5 Where do companies post listings

		WHERE DID YOU POST THE JOB LISTING		
Percentage	**Total**	**Small Private**	**Big Private**	**Public**
Jobindex	71%	70%	82%	56%
Jobnet	32%	28%	19%	56%
Stepstone	4%	3%	5%	3%
Ofir	5%	1%	3%	12%
IT jobbank	3%	4%	3%	2%
Papers physical	8%	7%	6%	13%
Company LinkedIn page	54%	52%	67%	35%
Company Facebook page	31%	42%	30%	25%
Company's own page	62%	48%	69%	62%
Union media	9%	8%	9%	10%
Other	13%	12%	12%	14%

Table 6 Showing where companies list, data: Ballisager 2018

The list above is of the recruiting channels used by the employers. Which according to the research is listed 2,8 places in average (jobseekers use 6,7 channels). Jobindex, which is Denmark's biggest player on jobsites online, the companies own sites and company profile on LinkedIn are those among the popular channels, this counts for both public and private companies except the job centers, using the site jobnet.dk, which is a portal provided by the government in a collaboration. Also known for the more non-academic criteria for job applications, which is out of the scope for this innovative business plan, but since they do occur, they are to still be taken into consideration.

6.6 Conclusion on usage of employer channels:

Jobindex, being Denmark's biggest job advertisement platform is used way more in big private companies, and less of the public companies. Jobnet in contrary is used by primarily public companies The popular combination of listings is jobindex, company LinkedIn page and own company website. A look further into where they also post listings, are general job portals, Niche-job portals, Universities, Apps, Media.

6.7 How to attract relevant applicants

According to a survey made for employers within the recruitment subject, those who used job listings as a recruitment channel, elaborated on what key factors played a role when they got relevant and useful applicants for a job position.

The respondents among the 74% using this type of channel for recruiting purposes commonly replied on the age categorization as a pre-set criterion including:

There is many within the job function	A communication expert was on-board
We actively asked employees to share	We bought placement for exposure
Visibility on social media	Add was complete or partly a video
We bought help through recruitment agency	Other

Table 7 How to attract applicants

When an employer receives many relevant applications for an open job position, it is according to the employer often because that there are many candidates for the specific job function, 23% of the companies agree that the most effective way to get many applicants is to engage the employees and letting them share the listings also. The younger segment compared to the older segment is more likely to buy or place themselves for a broader exposure on social media.

6.8 How do the companies use their network

Network can be assessed in different ways, to get a better understanding of the process, they were asking employers how networking was a part of their recent employment of candidates. 58% of those that uses network gave their insight as such:

I contacted one or more relevant individuals I knew personally	I activated my unformal network, by explaining the opportunity. Local clubs etc.
I asked my colleagues if they knew anyone	I activated a formalized group that I attend
I shared the job listing in circulation on social media network	A person in my network presented me for a candidate that was interesting.

Table 8 Showing how employers use network, data: Ballisager 2018

Looking at Ballisagers industry report 2018, it seems that it is favorable with people sharing listings in their own digital network, this is both for small and bigger companies.

Networking is an active act and less aggressive behavior from the employer. The employer being active within his or her own network, the top three are activities, while a passive behavior was presented less. The biggest resource in network is happening at the workplace, due to the fact that the colleagues are the main source of networks, around 51%. For the smaller companies there seems to be a difference, where the source of network is to be the most active in non- collegial networks, around 57%. About half of those that do network, do it through digital networks 47%. Big companies also use their digital network a lot more often than the public companies 55% vs 38%. In the younger segment of the 18-40-year-old, they are better to ask around, if their colleagues and acquaintances know any potential candidates, around 66% The older segment between 41-55+ is less to ask around and use their colleagues.

6.9 Short term recruitment and challenges

A comparison made from 2015 to 2018, shows that the optimal employment time was and still is 3,8 years. For the younger segment it is a bit lower 3,6 year. It is also important to look at when assessing a candidate, if their availability time becomes a problem. If the candidate has an unemployment period under six months, the majority of employers don’t look negatively at it. Only about 11% weigh it as negative. In contrast if the unemployment period is between 7-12 months, 44% of employers have a problem with processing the candidate. The last group find it a problem if it is being more than 1+ years. This results in 15% of the companies not seeing unemployment as a negative, when assessing a candidate. (Academics union 2018) The question is if this should even be considered a negative, if the candidates have the competences. Unemployment time can be caused by many factors and should not disregard a person for a job.

6.10 Graduates and academics

In the recent years, academics are becoming a growing part of the Danish labor market. But there is still a tendency of high unemployment period among them. Between the years from 2012-2017 it was up to 25-30%. The Companies are struggling with academics portraying how their competences can be translated into applying it in the work, which is around 64%. It is not visible to the companies, and especially not to the ones in the countryside. The smaller private companies suggest that academics should apply unsolicited for jobs and that the graduates become an immediate member of the unions while being students to be economically covered after graduation. Lastly grade transcripts are still a major factor in top firms, when assessing a candidate, making it difficult to get picked, although skills and competences weigh high, but grades does not always portray the reality of a candidate.
According to Danish confederation of professional associations the availability of graduates with higher education are available up to two years, before employment, although they are in need for being hired an actively participating in the market, it is at a high in the beginning, but decreases in time, including the field of majors that the candidates are required to possess, to get consulting jobs. The newer generation of graduates are important for the labor market, and according to the statistics of the (Ballisager industry report 2018) it becomes a crucial point to minimize unemployment time for the candidates and still be positively assessed by the employers.

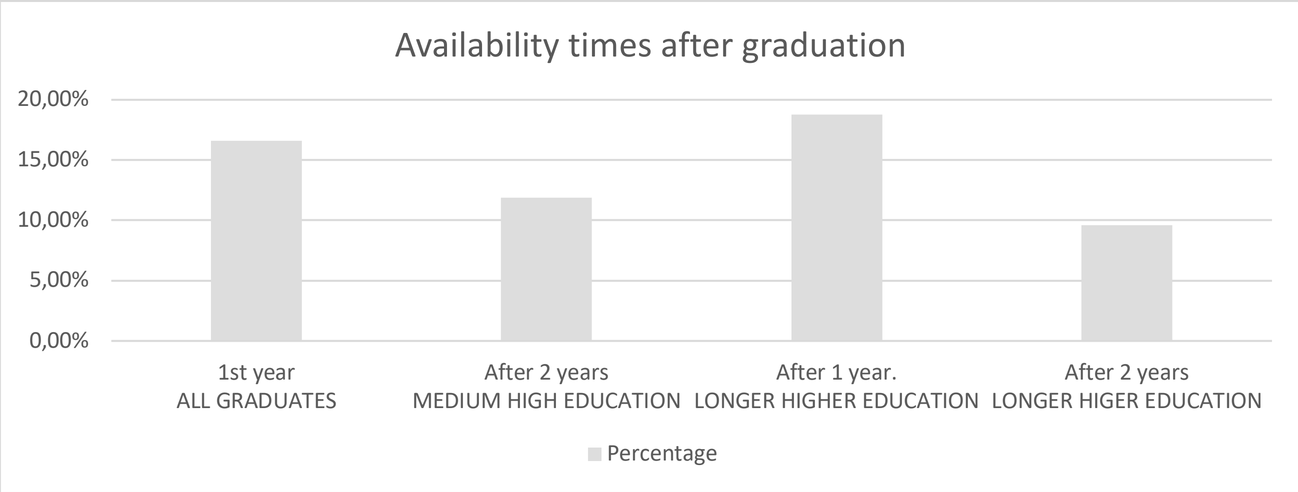

Figure 5 Showing availability after graduation, data: ca.dk

6.11 Company reach of candidates

The recruiting industry report also shows an indication on average of how many applications they receive from these recruiting channels which is around 50 applications. For public companies 59 applications and for private companies 47 applications. It highlights the average of reach for candidates per listing.

According to respondents of the companies in the industry analysis, it is brought to the attention that the number of listings per company, varies according to size and available positions. The measures are that for small companies the listings are on average five ads on one platform and up to 20 listing for the big market players. This is based on respondents and therefore is an average but can differ in reality depending on what size and how international they are. (Ballisager, 2018)

6.12 Survey for company brand attractiveness

A survey has been made for quantitative research purposes to see if, there is common traits that occur regarding job search and if the theory of small independent companies is unpopular amongst applicants, to determine if they need exposure as well. It is taken into consideration that the survey can be biased because of its nature being posted on social media, which allows errors in the correctness and truth to the state of the respondent. It can still be used as an assumption towards analyzing the results for the purpose of this project. Questions are designed for respondents to report based on their intuition, feelings, thoughts and behavior. Being posted on the social media Facebook, it is in mind, that the background of the respondents can come from various places, misrepresenting the behavior of candidates based in Denmark. It should though be showing the general picture of how candidates search and think of companies while looking for jobs. The questionnaire consists of 6 questions, but as important statistics are provided by a trusted source Ballisager 2018/19 I have chosen the following of importance to the project, question 4 and 5 because they are a highlighting element to the theory based on research, that consulting companies with lower brand recognition are in need of exposure too, which makes them eligible as customers for this project.

Question 5: Do you know any consulting companies?

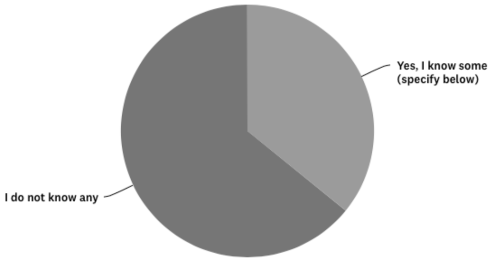

Figure 6 Survey, question 5. Source: Author

The result is that out of 100 respondents 35,85% knows some and when asked to specify which, it was the big market players mentioned and reoccurring in the list. (see annex). Although it is far from enough respondents to give a realistic picture, the assumption can be made that small consulting firms are either left with less exposure or not an attractive option. Concluding the assumption and theory made prior in the research.

Question 4: Do you prefer to work for/within big corporations or Smaller corporations? (Top company brand, huge market players, best in the business vs. Smaller players, developing their position, less market share, doing Ok in the business)

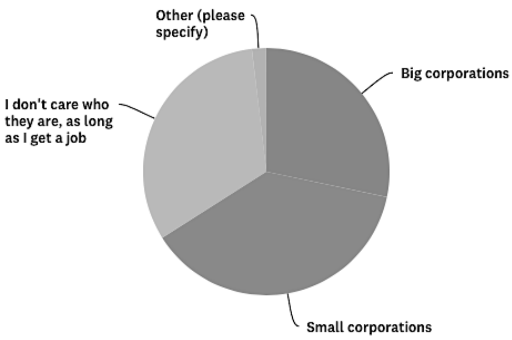

Figure 7 Survey, question 4. Source: Author

The answers were as followed 28,30% want to work for big corporations, 37,74% want to work for small corporations and 32,08% do not care about company size. This correlates to the theory and why small independent companies should be within the target group as well.

7. PESTL Analysis

7.1 Political and legal

The political landscape in Denmark makes it attractive for opportunists and entrepreneurs to conduct business in its free market capitalist economy. A flexible labor market with low legislation and good business infrastructure makes it a reliable market to operate and start new businesses. Denmark is very keen to support innovation and green technologies leading with many world class companies across industries. Although it's a high tax country it is very welcoming to capital investment. The Danish way of life is also well reflected in the work of doing business and employment. A stabile growth and almost nonexistence of corruption, high pays makes it attractive for foreign investments and employees. The educational system is available for free and is financed by the government through the taxation system, which also results in well prepared and knowledgeable labor ranking amongst the best provider of education according to OECD compile of countries. The labor market has a high level of flexibility in hiring people and firing people due to the fact, that there is minimal loss when switching jobs, it doesn't affect employees' pension or rights of holiday, leave etc. It does in return affect companies in risk management, but the policies are in favor of the worker. This is sometimes described as the "flexicurity" model that merges market economy with the Danish welfare state. Highly specialized and competent work skills are in need. The lack of qualified people is especially in the IT, Science, medical and engineering segment which also are in the sector that consulting firms are operating in and the talent that is needed.

7.2 Economic

The aftermath of the crisis era resulted in many leaving the workforce ending high in unemployment. Approximately according to Danish national statistics 4,8% unemployment rate as of 2018. These people have now found their way back into the general workforce as the companies are stabilizing and has now turned the unemployment rate back to a reasonable state. The Danish economy is beyond the 2008 crisis and is now on a stable growth leaving the aftermath behind. Companies are reinvesting massively and hiring new people again. A side effect of the population structure is that there are not many human resources left in the economy. This also goes in hand with the current situation that Denmarks population have fewer available and qualified people with experience and in a critical condition to take over the labor market as the older generation is exceeding the younger, and therefore resulting in missing workforce. The need for getting employees to expand the workforce is therefore also critical as economy grows and the input of making the force more available and stronger will need a reform and lower taxation in order to keep up with the economy. Either way the financial and public institutions need to be controlled in a way that doesn't make the Danish public model a risk of higher spending to add to the limit.

When we don't calculate the risk involved of missing labor, the landscape of private economy looks satisfying and stabile. The spending of consumers is fairly open and rising and this results in a rise in investments from companies in the following years to come. It does not portrait or exclude competitive terms negatively. As long as Denmark find the right labor force with the specialized qualifications to expand production and services. The Danish economy is reliable on its exports to stay competitive with the rest of the world, which links it closely to the global economy that is being followed carefully.

As mentioned previously in the scope of the consulting industry the majority of sales has gone to the private sector and fairly a low amount to the public sector, although increasing for the public now. But looking at the Danish competitiveness and how reliable Denmark is of exports it is important to take that into consideration too.

7.3 Social

Due to the rise in economy and the demand for specialized forces, the consulting industry is expecting and have forecasted a growth. The majority of services as of now still relies on the private sector but is slowly showing a demand from the public sector as well due to the innovations and development in the digital era. The expertise and qualifications are more in demand hence that private companies are searching for consulting to stay competitive on the market. This concludes that private, public and export sector are the important ones to accommodate and are accounting for the primary turnover in the industry. The size of the Danish market is relatively small compared to neighboring countries and therefore focus has been set to deliver services outside the boarders, this definition is based on the consulting industry in an international perspective and size of close distance markets, especially Europe.

According to the industry analysis the demand for an effective labor force, is critical because of the lack in human resources for the overall economy but more so the impact of accommodating the demand towards consultants as their services are in need for those companies seeking external expertise. The development is a continuous element that is running alongside with the change in the industry over the past years due to the disruptiveness and competitive landscape and preferences of firms to stay economically stabile and looking for opportunities to grow. The success factor of the industry and consulting firms is reliable on qualified workforce in order to deliver value and satisfactory work for the costumers. The development is naturally asking for these specific employees and the availability thereof to be solved as soon as possible. Among many factors that plays a big role in this industry and societal change for need of competences is important for the way firms invest in employees to fulfil projects for the private and public sector. This is a positive attribute for recruitment channels.

7.4 Technological

In the recent years of attempting to strengthen the work force of the Danish economy, according to the industry report of consulting 2018, the growing demand of employment power is main priority not just for the industry but overall for the Danish labor market in all sectors. In the bigger picture this is the priority for all global businesses as the world is collectively changing procedures and operations according to the development of technology and new innovations. It is not stated that regular consulting jobs are being switched for something else, just for a broader expertise on new coming products and services. Older business strategies are being changed from conservative practices to more new age structures because of the fact that they are operating in a merged economy. From what was once classic consulting was is now based on what implementation of new systems consultants can provide for their clients. This is in the form of strategy and transformation, operation, efficiency, digitalization, IT, leadership, change and growth and innovation. This equals finding the people that are the best at it, while serving companies and clients, to grow and maintain their position on the market. Especially the globally known consulting firms that operate in many countries at once.

Denmark has for years been an attractive work place for foreigners and have in recent years welcomed both educated people and students to join the market. In the big effort of promoting Denmark as a good place to study and get well paid jobs, the government has marketed itself as one of the best places not only to create and conduct business but also as a place where you can work with the latest trends in tech and effective innovation, while having a stabile life and income. In comparison to many southern European countries. Also a lucrative pay that comes with especially skills and competences in technological development.

7.5 PESTL analysis evaluation

Through the process of analyzing external factors affecting the business, most results are in favor for the consulting industry and Job portals, except the social factor, highlighting the issue of availability of workforce in the Danish Economy, but opposite stating the need for finding it, the educated people is there. The rest of the factors being positive supports the conditions for business. The conclusion is based on the factors viable to create a business plan responding to the current challenges in attracting and retaining talent.

External Factors	-	+
Political legal		+
Economic		+
Social	-	
Technological		+

Table 9 Showing PESTL outcome. Source: Author

The analysis is highly focused on the needs of the consulting industry, and a response for this industry alone, it is important to emphasize the issues and challenges that are within the businesses in order to create an innovative plan that can detect the immediate problems. Therefore, the competitive analysis will highlight the recruitment industry.

8. COMPETITIVE ANALYSIS

The consulting industry is still among one of the favorable job positions for academics. Denmark being the 2nd largest consulting industry in Scandinavia also reflects on the demand for consultants. The competition is high among applicants, due to the lucrative salaries, personal development and benefits most consulting houses offers. People that are ready to put in the effort and work beyond regular schedules, overtime and differentiating work projects are among many that are willing to work in consulting and its sub-branches. Analyzing competition is a way to identify threats, attractiveness and business environment, to figure out a strategy move for profitability. (Michael Porter´s, 1979) framework is a tool to examine the forces impacting business. Each force will be categorized from low, medium to high to determine based on the analysis of how favorable it is, or negatively impacting the attractiveness.

8.1 Porter's five forces

Analyzing competition is a good way to identify threats, attractiveness and business environment, to figure out a strategy move for profitability. Porter´s framework to examine the forces impacting business. Each force will be categorized from low, medium to high, to determine based on the analysis of how favorable it is or negatively impacting the attractiveness.

Competitive rivalry MEDIUM

The industry is representing high competition as what goes for the consulting industry, but as for the recruitment business it is categorized as a medium force for competition, because of the cross industries that are delivering the same services for the same candidates that are job seekers and listing companies. But as detected they each focus on either the complete employment market, or other areas than the consulting industry alone. The threat lies in their early establishments and brand recognition. Their targets are primarily the same, because it makes user and company segments available to the full potential in the market. Which is in favor to assume that the direct competition is medium to low. The competition is considered to be indirect, although still a high threat because of the same field of operation. The difference from the indirect competitors is that this business plan is focusing on an exclusive niche segment that is aiming towards attracting a fairly small number of users and customers from the existing market player´s whole target. Those who are competing on the market, are able to use their already established positioning and leaving the force to be medium for this project.

Supplier power HIGH

The suppliers of this industry are high, since the most recruitment agencies whether physical or online including Job portals have numerous access to providers of the technical compartments for building an online service business, which is a main criterion for success of the operating business. There are many tech companies offering Webhosts and design templates that can directly be customized for any business and strategy. In order to differentiate and deliver quality service, it is fundamental to have an objective that focuses on the quality requirements, to give a good experience both for candidates and companies. Purchasing a domain/site is important to differentiate between the quality and design that the supplier offers to ensure user experience is continuously adapted to the best settings. Therefore, it is equally important to have a site that delivers multiple options for support and future developments, if business expands or changes strategy. Given the suppliers position is high, it is concluded as an attractive force, because their bargaining power is low. The maturity in the market concludes that the many suppliers are competing on price, which is seemingly low for this type of product, making it easy to purchase the bases for an online company. Concluding a force that is High in presence, but low in threat to the buyers.

Power of buyers **MEDIUM**

The recruitment industry whether being online or physical has a high number of potential customers, focus in this force is the customer base in terms of a high number of people on job hunt and companies that are searching for talent while paying for services to promote their search. Both customer targets are concentrated and presented in a large setting. Due to the type of this project having multiple buyers, the b2b segment is considered as a high force because they are not affected by the switching costs of changing to another provider. In the other segment of users, the situation is different due to the fact that they are price sensitive towards spending on this type of service and also the average spending relies on their private financial position, which can be difficult to determine based on the age differences, but assumingly has better conditions for the purchasing power of such services the older they are, in terms of their position in life. Hence the fact that this user service is low priced, but highly differentiated, it is considered as a low force, making it attractive for the project. Taking the average of both buyers to a medium force in conclusion.

Threat of substitution **MEDIUM**

The existing recruitment companies/ channels that operates with promoting and forming profile bases for the professional sector is considerably high, because there is a variety of them existing in the market. Most are smaller firms to medium sized firms with broadened strategies, that operates within different fields of specialization. Job candidates can find a lot of different websites to browse through recruitment channels, but many are as previously mentioned with a broad strategy targeting all types of professionals fitting multiple sectors. Users can also aim for search at global platforms, that is again towards a broadened segment including all forms and types of industries, filtering through the whole internet advertisements. Also, the offers vary from consulting the candidates, to redirecting candidates, to physical offices that handle walk in clients. Which are per definition in this industry, a different form of substitution, still affecting the force of substitutes. The substitution for both segments is considered high due to the fact that there are many services offering similar products, with low switching cost for the companies as customers, and overall low switching cost for the users as well, except under the condition of others providing a user-based cost. The difference here is that this project has a cost option for users which is not seen elsewhere, except LinkedIn that has a substitute offer, a cost option for users as well, but at a high switching cost compared to this concept. Leaving the user segment at low risk, because there is an expensive alternative to this concept. The average of threat of substitution is concluded to medium based on these factors.

Threat of new entry MEDIUM

For new entrants it is required to have an in depth understanding of the recruitment industry and knowledge of the clientele that you are providing your service for. It requires low capital investment to start an online business, depending on if you are a physical recruitment office or internet based. Both require skilled people to initiate the business as it is dependent on attracting paying customers to even get a position in the market and have a profitable business model. It is fairly easy to establish a business in Denmark, so if the criteria are met it is possible. Due to the fact that the development of an online service business is easy to establish and get access to including the legalities, in terms of government policies surrounding it being minimal, it is a high threat. Although being in a mature market, economies of scale is not dependent on profitability in this type business, because it is still viable with the lowest amount of growth if the financials are correctly evaluated. Where the high threat has an effect is in low brand recognition compared to others, Profile bases are established at a high amount and retaliation among existing firms is the norm. Based on the both sides of the segments the threat is concluded to be a medium.

Conclusion on industry attractiveness

Based on the competitor analysis, it is clear that there are forces making an impact on the business concept, because of the existing players and their resources. It is important to acknowledge that this being a double-sided business proposal the threats and attractiveness are put into perspective because they have an outcome as a whole. It fairly easy to get into the market, but also attractive to pursue the concept as it is still a different focus and target audience envisioned to be combined in one platform, concluding that it is still attractive to pursue the idea. Being in a red ocean environment doesn't necessarily exclude one to not initiate or to be out of business when fields of operations are crossing other competitors, the requirement is to perform at least as well as the them or differentiate to the extent that the business is adding a value, that the competition is not bringing.

8.2 Customer profile and end user profile

After analyzing the business environment and competition it is now possible to profile the initial customers. As this platform being a double-sided business concept intended to serve both a B2C and B2B/G segment, it is defined through all the data and information collected through the research. The various analyses, literature and reports it is revealed who and what to profile for the initial state of customers.

Pool of potential Danish candidates with fitting education 2018:

Medium higher education 3-4 years	= 40.122
Longer higher education 5 years	= 36.971
Doctorate 3+5 years	= 6.638
Total in industry match	**= 83.731**

Pool of potential Danish companies with fitting Industry 2018:

IT-consulting	= 11.531
Law firms	= 1.971
Accounting	= 4.542
Management consulting	= 10.678
Architect & engineering consultancies	= 6.715

Science & development	= 715
Advertisement & analyzing bureaus	= 2.960
Other Knowledge services	= 7.949
Total industry match	**= 47.061**
/Unions	= 24

Based on the total industry match the criteria is set on type of company and activity that is approved as consulting businesses operating in the Danish market. This categorization is made in corporation with Danish Industry association and the business authorities CVR data base, which is a company registration base divided into occupation codes. These are considered to be defined for the strategy of this concept making it transparent who to target. Based on the revelation in the industry reports a categorization has been made of those with the relevant educational backgrounds that are considered to be a match, Short educations being excluded because they are not living up to the expectations of the company's own requirement. The aim is to broaden the perspective for hiring and matching potential candidates, but since education is a primary qualification to access the industry, a standard set by the businesses, it is only possible to obey by that and focus on it for the initial phase. The unions are a representative amount holding potential candidates, of those an analysis of the unions with the relevant members will be done later in the segmentation process, they are the connection to the B2G target as they operate under state government policies.

Summary of customer profiles:

B2C

Status:

Medium-Higher educational background, Relevant Experience, Graduates, Entry level candidates, Senior level candidates, Members of the unions, extension with compatible foreign candidates.

Seeking:

Hire, personal development, Academic positions interested in jobs provided by the consulting industry, a career within the industry.

Characteristics:

Male/female, Age groups of 18-40, 40-55, 55+

Behavior:

Users of recruiting channels, job portals, member of a union, network user, social media, network users.

B2B/G

Status:

small, medium, large, independent Consulting companies, sub-branches, Unions

Seeking:

Candidates with Medium-Higher educational background, Relevant Experience, Graduates, Entry level candidates, Senior level candidates, Members of the unions, extension with compatible foreign candidates, cultural Match, organizational match, specialization, qualifications.

Characteristics:

Big market players, small market players, Union representations

Behavior:

Invests in various recruiting channels, invests in advertisement, brand recognition

Based on the statistics provided by the industry analysis it is possible to narrow down segments to those that are relevant for the future labor market, the addition to extent with foreign candidates is only to grant access as a potential, because of shortage in labor and availability. At this phase non, relevant customer profiles are eliminated.

9. Competitors

Knowing who to consider a competitor after analyzing the business and competitive environment, it is concluded that the ones posing a threat to this business concept are according to the industry reports and by classification those that have the most usage and sales amongst customers. An observation made of the job portals and their content online, creates the foundation for a framework to determine their position and size in the market. Looking at the competitors as a whole, these portals deliver job advertisement and related recruiting services for the complete labor market, whereas this business plan aims to focus solemnly for job advertisement regarding the consultant industry and its sub-branches for qualified and specialized labor. In order to continue a competitor analysis, a deeper research was made to each individual portal. Those chosen are also the previously mentioned channels that are attractive to the consulting industry use, they all have in common sharing the purpose of creating visibility for job listings, company and candidate exposure. The physical recruitment agencies are being excluded due to the fact that they have a low usage range and among the least popular according to the industry reports. Besides having different strategies, also serving all fields of the labor market.

Company	Characteristics	Services	Target	Price	Promotion
Jobindex	Job portal 20.000 listings 850.000 users/m Established in 1999	Finding qualified candidates, via the internet help job seekers get an overview of the complete labor market	All jobseekers All ages and backgrounds, professionals are well represented. Targeting the whole labor market	Starting from 400 Euro per listing	Visible and active on most online channels, search engines and job-related websites and social media. Merging with partners.
Jobnet	Job portal 22.500 listings 146.000 CVs A government collaboration with the ministry of labor Established in 2007	Connected to the governmental job centers, help jobseekers in all categories, also people on welfare, based on country regions.	All jobseekers All ages and backgrounds, mostly craftsmanship, short educational background represented	Free	Visible on government websites, search engines.
Stepstone	Job portal for leaders and career site Recruitment bureau Collaboration of more job portals and global 127..000 users Established in 1996	Career service and supplier of online job advertisements, platform for recruiting companies	All jobseekers, mostly leader positions All ages, Professionals, career profiles, craftsmen, open to all types of listings.	Starting from 662 Euros	Visible and active on most online channels, search engines, job-related websites and social media.

Ofir	Job portal 19.369 listings annually Established in 2000	Job listings and advertisements Uses a collaboration of social media	All job seekers All ages Targeting SMEs	Starting From 266 Euros	Active and visible online, connected to LinkedIn and Googles job universe and social media
Jobbank	Job portal for higher educated people. 14.20 listings Established in 1999	Job listings For highly educated candidates, Big companies represented.	Academics All ages Collaboration With other companies.	Starting from 267 Euros offering various packages	Visible and active on most online channels, search engines, job-related websites and social media.
Company x Facebook page	Social Media 1 billion users world wide, All type of backgrounds Established in 2007 (Brand pages)	Community, pages, company profile, connecting with all users.	13+ ages All audiences, including non-business related	Free Promotion cost pay per click advertising 30 days only, starts from =8,96€ per day	Visible and active on most online channels, search engines and social media
Company x LinkedIn page	Social Media/ Network 260 million users worldwide 20 Million job listings world wide Established in 2003	Community, pages, company profile, connecting with old and new users.	16+ ages Targeting all educational backgrounds, all industries. Most common among professionals	Free Additional access to features, Starting from users = 26,87€ a month companies= 71,68€ a month	Visible and active on most online channels, search engines, and job-related websites and social media.

Table 10 Competitors characterization. Source: Author

Substitutes and indirect competition among recruitment channels:

To conclude on the competition among recruitment channels, Jobindex has the strongest presence and strategy among the platforms, their target strategy is all labor and all industries. Customers have a higher rate of exposure to more candidates because of the big data base and listings, CV´s, and recruitment resources that they have, being Denmark's largest job portal. It is similar to the other competition representations in the matrix, due to early establishments and size of databases. In common all provide same overall services, for either all or different targets. Prices do vary according to the brand and positioning of the company together with the services that they offer. For the purpose of the market gap there is space for improvement and better communication methods and design of the job portals to make it exclusive to one industry for this business plan.

10. INTERNAL ANALYSIS

10.1 SWOT

For strategic planning purposes of the business plan a SWOT analysis is used to detect internal and external strengths and weaknesses, to better understand how the concept can develop and what the development strategy objectives should aim at, including minimizing obvious threats.

Internal STRENGTHS	**Internal WEAKNESSES**
• Attractive for partners, consulting companies and union organizations • Industry custom platform • Focused pool of valuable candidates • Focused pool of valuable companies • Creating transparency for demand • Offering company promotion and candidate promotion • Better overview of complete industry demand and opportunity • Exact filters for job seekers and companies. • Low cost business structure • Cheapest package across all competitors.	• Certain limitation of industry, leaving the rest of the labor market out. • High competition among indirect competitors serving the whole market. • Low brand awareness • Low data and user base at initial phase
External OPPERTUNITIES	**External THREATS**
• Expand to global consulting industry and specialized labors • Growing demand for same qualifications in north America	• Easier access to well established jobsites by competitors • Easier entry for those already capable and knowledgeable in the recruitment industry

Table 11 SWOT analysis. Source: Author

10.2 Qualified SWOT

The qualified version of the SWOT is a crossing of the four variables to determine where to act and put the variables into use for future indications. The SWOT will be in this way translated into challenges and constraints or to the positive developing effect it can have in terms of future strategy planning.

	OPPERTUNITIES	**THREATS**
STRENGTHS	Challenges: 1. Create as many relations and sales through partnerships as possible. 2. Being an exclusive and focused service, it is a new approach for candidates, with innovative features. 3. Investing in differentiation, a new brand 4. Business can convert to a global business model.	Alerts: 1. Be proactive towards industry trends and changes, be the first on implementing features regarding needs. 2. Continuously design platform to respond well to user experience, keep quality and focus strategy a priority, not losing potential growth to competitors.
WEAKNESSES	Constraints: 1. Leaving the rest of the labor market out, Convert to market development (USA/Northern Europe). 2. 3. Low brand awareness for a startup, Aggressive marketing to help slow but steady growth.	Risk 1. Losing end users and companies to other competitors, keep value for money high to retain clients. 2. Competitors with high brand awareness attracting candidates of the same industry.

Table 12 Qualified SWOT analysis. Source: Author

11. PLAN OBJECTIVES

As being a part of strategy, the plan objectives determine the mission for the concept and its future implementation. To initiate the development SMART Model (Doran, G., Miller, A., Cunningham, J.) is adopted to support the further establishment of the ProFesh concept. The reason behind is that the tool helps to define five criteria that helps with managing the project through factual objectives, that are clear and reachable. The tool is good to keep track and ensure that the goals are aligned and rational, which is meaningful for a startup company. The five criteria are as such:

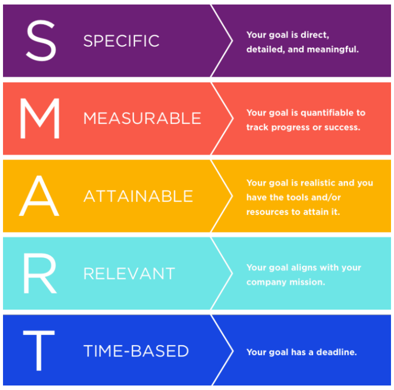

Figure 8 SMART goals Doran, G., Miller, A., Cunningham, J.

Qualitative objectives:

- Promote all industry relevant companies
- Reduce unemployment time for graduates and experienced people
- Accommodate the demand for qualified and specialised labor
- Help union members of academic backgrounds to get easier access to jobs
- Deliver a service of quality and value that is customer oriented
- Create better matches between candidates and company, lowering investment risk
- Create a go to market strategy for the concept
- Attract both B2B/G customers and B2B users
- Create marketing campaigns to gain brand awareness

Quantitative objectives:

- Achieve a market share of 1,5% in the fourth year in business
- Gain 100 company customers the 1st year
- Gain 105.651€ in sales the 1st year
- Attract 2814 users in the 1st year
- Reach a profit of 422.151€ in the 4th year

12. DEVELOPMENT STRATEGY

Using Porters generic strategies, four approaches help defining a development strategy that ensures the best way to use advantages. The model uses the two variables of competitive advantage and competitive scope, which is relevant to define the path of this concept, especially for a new idea that to create and enhance the brand perception, qualities and the differentiation that this service provides. Analyzing both through the SWOT and pointing out strengths and weaknesses combined with a use of Porter´s generic strategies it is possible to detect what competitive advantage the concept has and helps outlining which is best generic strategy to choose for this concept.

Figure 9 Porter, M. 1980 Generic strategies

The base for this concept is to be different and exclusive to a certain industry, therefore it will be relevant to follow the differentiation focus strategy, although target is within a big market, it is yet narrow because of the exclusion of the remaining labor market potential. The competitive advantage is within the specific group of users, that is eligible within the specific group of companies. This is where the focus comes into play, in difference among competitors, including the services that has new innovative features. The focus differentiation strategy allows a competitive scope, while supporting the understanding of creating value for the specific segment and deliver a quality service to be more effective. Through this strategy also allows the concept to differentiate and custom a value proposition for a “niche” segment in both the workforce and overall market.

12.1 Core competences and value proposition

The service in itself is to integrate the best features and be an expert for the consulting industry. The competences are within identifying the need and the data management withheld in the platform and to be able to distribute it through the right communication channels. Creating a transparent window for opportunities to promote and engage two customer segments that benefit from each other through a design, customized exclusively for that target and empowering the communications between them is the core competence of ProFesh.

12.2 Vision & Mission

The vision is to be the preferable choice among the players in the consulting industry and users. Become a partner in relations to aid companies easing their pain and to minimize loss in cost and time in recruitment. To be the best at creating a diverse inclusive platform with constant growth, initiating a new place and new way of thinking hiring between employer relationships. The mission is to provide quality through a service following the expectations of the customers.

13. DEFINITION OF IMPLEMENTATION POLICIES

A brand is overall the perception and recognition that gives value in how the customers and market are identifying the business. It is the identity of any company and therefore important on how it's received and exposed through communication channels and strategies. In regard to this concept, a name/logo has been designed. "Profesh" is going to be the brand name of the concept because of its service purpose and the segment that is targeted, it gives an overall positive message that something is new, qualified and updated.

Figure 10 ProFesh Logo. Source: Author

13.1 Segmentation, Targeting and Positioning

The STP model of marketing is a tool to narrow down and define target and market. Based on the previous market analysis and customer profiling the key findings will be detailed even further through this model in order to understand specifically the objectives of this marketing strategy.

13.2 Segmentation

B2C

Demographic:

Males and females, medium to long education, ages between 18-55. Graduate candidates to experienced levels. Unemployed union members.

Geographic:

Danish citizens, nationwide. Foreign labor is optional

Psychographic:

Driven, ambitious, achievers, desire to work at any position for the consulting industry, willing to work many hours, flexible locations, and comfortable with diverse teams working internationally.

Behavioral:

Users of online job search. Users who want transparency and easy industry overview.

B2B/G

Demographic:

Danish companies, Small, medium to large companies, 10 – 100+ employees. Unions, consulting companies.

Geographic:

Denmark

Psychographic:

Searching for the best, open for unsolicited applications. Companies that invests in recruiting channels on daily basis. Open to graduate positions, Wants Brand exposure

Behavioral:

Searches for overview of the availability of candidates and specialized talent within the market. Using the internet as main communication channel for promoting and positioning themselves.

13.3 Targeting

Based on the PESTL analysis made previously, it is possible to get an overview of a detailed targeting on who is going to contribute to the profitability of the business. Targeting is crucial for the STP model to be effective in evaluating a business strategy because it includes the criteria from the segmentation process to validate the connection of potential and attractiveness.

The prior analysis indicates that the target size is approximately from 2018 = 83.731 people in working ages with relevant degrees from 18-55year olds, Danish citizens including male, females with industry-oriented educations. The target size in 2019 is = 90.200 people, a rise of 6.469 compared to the previous year. Within the targeting there is a further segmentation. An estimation is made on the difference in the qualifications according to an assumption of how far the user segment has progressed is in their career, based on age and the average time of completing an education, to define the likelihood of their stage at this point, it will be divided as such:

Criteria Size B2C

- Graduates are on average between 26,5 -29 years old
- 1-3+ years of experience 30-39 years old
- Senior level 39+ years old
- Unemployed 26,5-39+ years

Criteria size B2B

- **A. Big companies** 70+ employees
- **B. Medium companies** 10-69 employees
- **C. Small companies** 0-9 employees

Of those that are members of the Consulting industry association is approx. Total = 100 companies that could be potential costumers/ partners.

- Estimated relevant Unions approx. = 11 unions total
- Total members 2019 = 1.208.803
- Increase/ 4.305 new members since 2018

- Unemployment amongst relevant union members 2018 = 16.953

  Total addressable user market 2019 (90.200+16.953) =140.775

According to Danish Industry Association, they have more than 700 consulting companies that they represent. The starting point are of those who are mentioned in size and company type that fits the ProFesh platform and Union members for customers of the B2B/G segment:

A companies:
Deloitte, Implement consulting group, Ramboll management group, Ernst & Young, Valcon, Advice, Mannaz, Mercuri Urval, Devoteam, COWI, Ennova, Copenhagen economics,

B Companies:
People & Performance, Hildebrandt & Brandi, Timelog, Pluss leadership, A-2, Incentive partners, Innovayt, Workz, Damvad analytics, Oxford Research, 4improve Scm, Business institute, Summit consulting, Akon, Iris group, Kar+co, Tana Copenhagen,

C Companies:
Brøndum & Fliess, Tange & partners, Thinkstep, Hammer Andersen, Mantec, 2management, Tofko business development, k2-consult, immense consult, CFOnet, Simplify, Betterways, Initia

13.4 Positioning

Going back to Porter´s Generic strategies and choosing the development strategy of focused differentiation the next step will be of acting as a market challenger in time to be placed at a desired position in the market. The characterizations of niche market players are services that make specific products/ services for a specific demand of customers, that are not met or available. Its purpose is to serve a narrow market maybe with less volume, but the profit is still attractive. ProFesh fits within this positioning as being a startup aiming to become a strong player in time, with the few resources available from initiation this is intended for the long term growth of the business.

Perceptual map of main competitors

The perceptual map is constructed on the two variables Service & Quality vs Price, hence that these is what is based on candidates and companies' choice of preference when they choose to use a platform or purchasing promotional services. ProFesh is aiming to be positioned high in quality and service and lowest in price.

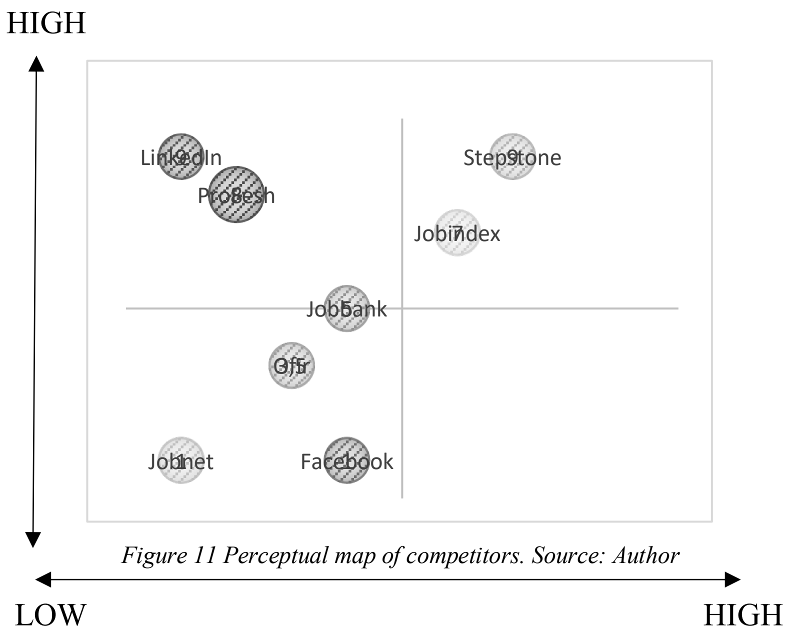

Figure 11 Perceptual map of competitors. Source: Author

13.5 Marketing mix

According to Booms & Bitner who proposed the marketing mix of 7p´s a further developed theory of E. Jerome McCarthy's 4P´s is a marketing framework oriented for service companies, "*set of marketing tools that the firm uses to pursue its marketing objectives in the target market*" The marketing mix consists of 7ps: Product, Place, Price, Promotion, People, processes and Physical evidence.

13.6 Product

In this concept the product is to bring a differentiating service platform exclusively to consulting and its potential candidates, that wish to work in the industry. It is going to be a site that brings value through its exclusivity and transparency, by eliminating and filtering elements of job search that does not have a relation to this field of expertise. All features and characteristics will be contributing to serve the companies represented and the candidates that matches with each other on all variables.

The double-sided platform will be inviting to create job ads, promotion for companies and unions. The other side have a candidate and visitor base with unique innovative features, such as a video cover that can be purchased to increase impression and visibility. This feature is added as an improvement to the traditional way of including a picture on the CV. Technology has progressed and the option is a positive contribution for candidates to pitch their personal brand. This service in itself will expose the nature of a candidate and their ability to "sell" themselves and for employers to look beyond the cover letter standards, to see if personal traits match with their candidate objectives. It is not to exclude the CV, but an extension. The characteristics of ProFesh in time when gathering more clients and candidates the service portfolio will expand.

Platform activities include:
Registered CV data base, Video cover, network, profiling, Job listings, Union advertisement, company representation, candidate representation. A section for network and community, to engage with likeminded people. Cultural intelligence score test for back end purposes to categorize the candidates eligibility.

Benefits:
Eliminate time spend on searches including other industries not relevant for the candidate
Eliminate time for companies going through candidates that does not live up to the requirements.
As newly graduates join a community where Q&As are available regarding standards and criteria for applying jobs in the consulting industry supporting them with guides on how to land the job.

13.7 Place

The service is conducted online through a ProFesh company site. A domain will be purchased to construct the platform. A webhost will provide the necessary data and design features. It will appear on social media outlets and on search engines. All activities will be placed online in the nature of this business there is no other place to reach ProFesh.

13.8 Price

The intention for ProFesh and the way it is going to become a profitable business, is by a subscription-based monthly fee. Based on number of contacts and users in the database. Initially it will be free for

job seekers to have access and browse. In return companies are obligated to a payable service from the beginning.
Because of the state and beginning position of ProFesh a Fixed/ flat rate pricing model is going to be used for this concept. The model makes it easy to communicate and easier to sell, due to less thinking and decision making on the purchasing part. When a development of features or functions are applied, the rate will rise but stay below competitors. It can in the beginning leave potential profit out, but since this is a new way to attract focused clientele, the emphasis on gaining a large base is of priority. ProFesh is going to be the cheapest option of all its competitors.

The initial offer will consist of two packages with a cost:

B2B Base package: Including a 4 week run Job Ad, with support and Headlining of 15 lines of choice for intro in search optimization + CV match and access to video covers, full target exposure = 174,01€

CV+ Video cover: CV + including unlimited run of video cover of 2 minutes, company match Full targeted company exposure, filtered =13,25€

Free user: Register and browse through all company listings and Adds.

Prices are converted to € for the purpose of this project, will be displayed in DKK and the official currency the company is operating under.

13.9 Promotion

A communication strategy is essential on how its planned, implemented and executed to the target, as it is a critical factor for success. Promotion is the way to get a message across, therefore must be clear, concise and designed to attract the target group. There are different strategies in doing so, ProFeshs communication objectives will concern:

- To show the benefits of using the platform
- Clear understanding of the value and quality the service provided, both for companies and users.
- Attract those interested in a professional career
- Attract companies wishing to be seen by qualified candidates

- Be the preferable choice for consulting companies, Unions
- Promote the brand to as many within the target group/audience
- Promote the website
- Engage in SEO, campaigns and social media
- Promote to the public
- Direct marketing, propose to consulting companies and unions to join the community
- Promote at universities for the graduate segment, through job fairs.

13.10 People

A constant and mandatory observation of how the candidates engage with the clients through data management, understanding the industry and know what clients are looking for. It is essential that those on board working for ProFesh agree with the cause and vision. A service is only valued if its followed to the end, so when expanding the staff, it will be considered to also being an "ambassador" for ProFesh, so that the message gets to the end and executed. The clients are knowledge intensive companies, therefore it is important to know what they want and how to benefit them by knowing their core and be a solution for them, as well as staying updated on their developments and trends, if skilled and qualified labor qualifications are changing or being added. When a sales representative is added to ProFesh they have to be able to create and maintain relations with clients. The processes will regard of the construction as a whole, and the different steps and features provided.

13.11 Processes

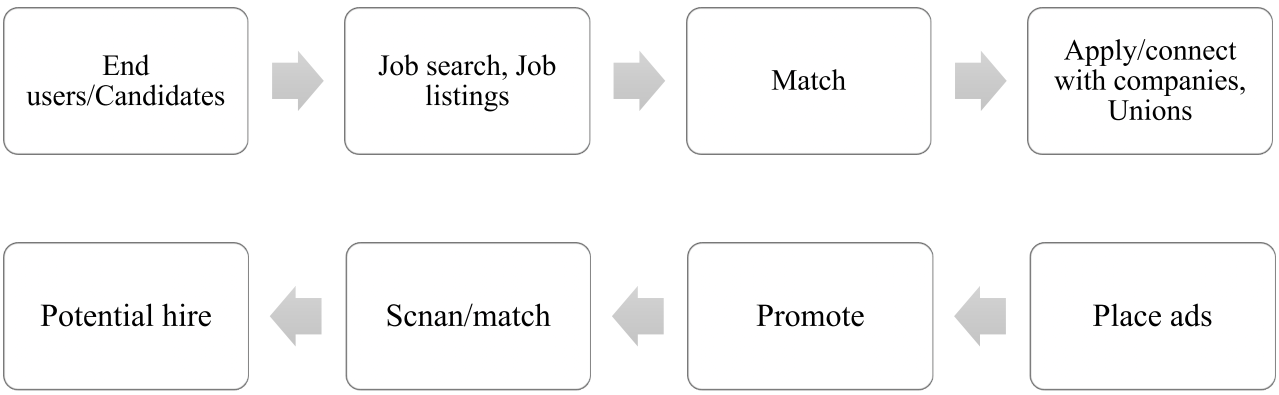

Figure 12 Processes. Source: Author

13.12 Physical evidence

This service is provided through an online structure and has its physical evidence available through the platform and its consistent branding across communication channels. The visibility is its appearance and design featured on the internet and through marketing, as the employees are operating on the back end, the developer will be in charge of the front end, that is what is displayed to the viewer. The only physical evidence in person will be conducted in attendance at university visits, job fairs, and direct sales force with companies where the sales representative will be engaging in person, promoting ProFesh.

13.13 Legal Framework

To establish a company in Denmark there are six types to decide from. For ProFesh, based on its activities and type of operation, plus financial capacity it is decided to become a sole proprietorship. Meaning that there is only one owner of the company that has to be a physical person. The owner is personally reliable for the fulfilments of its reliabilities and towards others, including its own personal fortune that could possibly be real estate, automotive and private savings. Etc. The owner makes all decisions in the company and conducts all trade on behalf of the company and towards others.
Legalities and regulations, sole proprietorship is transparent and easy to register for a startup, it doesn't necessarily have exceptional demands by law to the establishment or administrative processes in the company. Taxes and VAT will be derived as personal income, but can optionally be chosen in two different outcomes:

- An enterprise system where interest expenses in the personal income, and surplus can be accumulated in the company while paying preliminary tax.
- A system where return on capital is payed to simplify verses the enterprise system of interest expenses, but still allows the owner to have the perks of the enterprise system first mentioned.

The company has to be registered in the CVR system provided by Danish authorities.
Accounting has to be done according to the accounting law and an annual tax statement, but there is no mandatory law to prepare and report it to the ministry of business.

- No requirements to the management structure
- No requirements for start capital

It is found most suitable for Profesh in the initial start-up because of the easy protocol and can always change company type if the direction changes.

14. Organisational structure

As of being a new concept with limited budget, the organizational structure of the company will illustrate the different positions of occupation that is needed for the levels of operations and the decision-making unit. Looking at the different organizational structures and theories thereof, the choice for ProFesh is a flat organizational structure. This means that the business is going to have limited hierarchy, because it will from the initial phase haw very few people on board. The chain is shortened, and overall reporting will be conducted among those that are working in the company. It suits as the best style to adapt as it is a small business under establishment, and tasks are delegated between those who have the capabilities to execute them. In the beginning this will mean that everyone involved needs to be flexible upon establishing the structure.

Advantages of a flat structure:

- Easy communication and relations between the roles
- Greater ability for the business to adapt and change
- Faster decision-making unit
- Responsibility levels will develop and increase

Disadvantages of a flat structure:

- If reporting is not happening to a specific manager, it can create "noise" or confusion
- Lack of specific job functions and specialised employees
- Can miss long term growth or opportunities if no one possess the competences
- Challenges in growing and scaling the business

14.1 Change management

As of being a start-up internal and external factors can drive the organization to change. Being a tech company with an online platform, is a type of business many are using today. Competition, new technologies, market instability expansion/change of employees can all be triggers for change. As for ProFesh it will be inevitable not to experience this at a certain point in the future when it has been launched and established on the market. Therefore, it is important to keep in mind that when it happens it can happen on many levels affecting the operation. There is a need to be proactive about it, so that it is easier to handle when that time comes.

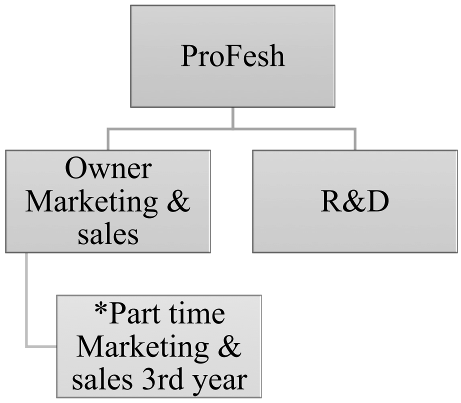

Figure 13 Showing organization structure. Source: Author

Functions in ProFesh are positioned as followed:

Owner/Marketing and sales person:

- Creating marketing campaigns
- Set the agenda
- Create strategies for client base B2C
- Create Partnership base B2B
- Strategic decision making

R&D person:

- Developer designing and maintaining the platform
- Continually updating for relevant features
- Manage content
- Research for better tech implementations
- Responsible for the databases responsiveness

14.2 Remuneration policy

Workforce of ProFesh (year 1-3) and their functions with fixed salaries

Owner/Marketing & sales	40 hour/w x 4	= 4,016,34 EUR
R&D	20 hour/w x 4	= 4,016,34 EUR
Marketing & sales (y3)	15 hour/w x 4	= 2,008,12 EUR

Table 13 Showing remuration of employees. Source: Author

14.3 Implementation Requisites

Goal 1	Action	Responsible	Days
Continuous research	Updating Study	Owner	90
Recruit	Hire developer	Owner	30
Registration	Company CVR	Owner	1
Goal 2	Action	Responsible	Days
Domain registration	Purchase software	Owner	1
Database registration	Purchase software	Owner	1
Goal 3	Action	Responsible	Days
Design	Profesh online	Developer	21
Promotion(s)	Create campaign	Owner/Developer	8
Sales	User base	Owner	86
Sales	Company base	Owner	86
Goal 4	Action	Responsible	Days
Promotion(s)	Campaign launch	Owner	1
Activation	Launch ProFesh	Owner/Developer	1

Table 14 Showing action plan for ProFesh. Source: Author

15. ECONOMIC & FINANCIAL EVALUATION

The Business plan concept is a strategic process which includes business decisions supported by financial and economic planning. This counts for both internal value and external functions and serves the proposal to potential investors, in this case no investors are needed for starting up. The next step is to carry out the financial needs in terms of, budget, forecasts, dynamics of profitability.

15.1 Financial expectations

The assumptions made for the launch of ProFesh is to start with attracting the 100 company members of the Danish association. With a starting point this will target the 100 out of 700 first companies of interest, that is still to be identified, although it is known to have 47,601 active companies including sub-branches on the Danish market.

- Assumed growth rate 1st year is 0,21% this is considered reasonable, as for start-ups risk should be minimized, based on the information published in the DI analysis where the 6% represents a mix of small, medium and big companies.
- Annual growth after one year is 2% to set it close to a minimum viable. First 4 years.

The assumptions made for end user profiles

- 2% of the total addressable user market 1st year =2815.5 users
- 1% each for the following 4 years.
- 1% of the total addressable user market that will purchase the cv + Cover video package = 1407 users

B2B: According to the chosen pricing strategy one service will cost 1300DKK = 174,00 EUR

- 4 weeks concentrated exposure in all relevant job categories

B2C: Free for users at initial phase, which means in obtaining them and creating strategic marketing campaigns in order to attract the 1st year target, the expenses connected to it, makes an impact on the startup budget.

- Full cv & Cover video (available integrated feature) package = 13,25 EUR

15.2 Sales forecast

To estimate the future sales and assuming reaching the first target in the first year, the sales data can help direct the future business decisions both short term and long-term performance. It will help give insight on how to expect and manage the finance according to the workforce, cash flow and resources. Taking into consideration the target of sales in the 1st year it is assumed with the possibility of 1 company having in average have 5 (1x5 packages = 174,01 EUR listings on average, at a time. This is based on the data obtained from the Ballisager industry report 2018. First year income, with a x5 listing and 2814 users purchasing cv + motivational video = 444.096.7 EUR

Sales Forecast	2020	2021	2022	2023
Market share of overall companies	0,21%	0,42%	0,64%	0,85%
Number of companies	100	200	300	400
Income per company	€ 870	€ 870	€ 870	€ 870
Base Package	**€ 87.008**	**€ 174.016**	**€ 261.024**	**€ 348.032**
Market share of overall candidates	1%	2%	3%	4%
Number of users	1407	2814	4221	5628
Income per user	€ 13,25	€ 13,25	€ 13,25	€ 13,25
CV + Cover Video	**€ 18.643**	**€ 37.286**	**€ 55.928**	**€ 74.571**
VAT	25%	25%	25%	25%
Base package Total sales with VAT 25%	€ 108.760	€ 217.520	€ 326.280	€ 435.040
CV + Cover video Total sales with VAT 25%	€ 23.303	€ 46.607	€ 69.910	€ 93.214
Total of sales with VAT	**€ 132.063**	**€ 264.127**	**€ 396.190**	**€ 528.254**
Base package sales without VAT 25%	€ 87.008	€ 174.016	€ 261.024	€ 348.032
CV + Cover video without VAT 25%	€ 18.643	€ 37.286	€ 55.928	€ 74.571
Total of sales without VAT	**€ 105.651**	**€ 211.302**	**€ 316.952**	**€ 422.603**
Market Share	0,4%	0,8%	1,1%	1,5%
Market Turnover	€ 2.764.241.120,18			

Table 15 Sales forecast. Source: Author

15.3 Income Statement

The income is calculated according to the sales activities and expenses that are going to be expected through the startup phase and what is going to be fixed costs throughout the progress such as salaries and software expenses. There is not going to be any loans obtained for this project as the remuneration expenses are covered through private funding. The salaries are calculated accordingly to when a developer is employed and when the owner is starting to work for the company. As this being a service platform and requires technical equipment only, there is no physical facility or expenses in connection to this. It will only be necessary to expand on this when the company is growing and the need for extra employees. For the initial phase, the company will be registered at owners address and allow working space for the staff. The developer´s position is a free-lance position until any further notice where it is required to have a full time developer. The sales forecast and the income statement are at this point only indications based on assumptions if the objectives are met. The expenses connected to the launch are a web host and domain categorized as fixed costs, where from the developer will work continuously at a fixed salary, that is considered the maintenance is outsourced to a developer. As it usually is in start-ups the first-year income is considerably low but will increase from the 2nd year to 80.962€ a 100% in rise, in perspective it looks as much, but because the quantities are low it is reasonable for this forecast, if it surpasses it is only positive. As the type of company of sole proprietorships doesn't require to report to authorities, the sales forecast and income statement are considered to be a satisfactory evaluation as the project is shaping. It is based on the simple and low-cost structure to eliminate risk and liabilities, with the technological resources that are available today it is possible to pursue this model for the launch. Referring back to the principles of the SMART model, the variables are set accordingly to being reasonable and measurable, therefore the low values are set in order to meet these criteria.

Income statement		2020		2021		2022		2023
Revenue	€	105.651	€	211.302	€	316.952	€	422.603
Cost of goods sold	€	452	€	452	€	452	€	452
Gross profit	**€**	**105.199**	**€**	**210.850**	**€**	**316.500**	**€**	**422.151**
Expenses								
Marketing/advertising/promotion 5%	€	5.260	€	10.542	€	15.825	€	21.108
Salaries *(added employee year 3 parttime)	€	96.382	€	96.382	€	111.382	€	126.382
Total Expenses	€	101.642	€	106.924	€	127.207	€	147.490
Earnings before tax	€	4.009	€	104.378	€	189.745	€	275.113
Taxes 22%	€	882	€	22.963	€	41.744	€	60.525
Net Earnings	**€**	**2.675**	**€**	**80.962**	**€**	**147.549**	**€**	**214.136**

Table 16 Income statement. Source: Author

16.CONCLUSION

Based on the findings and research for ProFesh, as a new concept, the research and results are stating that there is a potential for this business model to become a profitable and relevant business over time. The consulting industry being in growth and as long as the need for qualified labor is demanded, ProFesh will have a foundation to exist. It is a fact that the influence of the consulting industry has a big impact on the performance and economy overall. If the demand for the services is rising the equal is to have candidates that can deliver the productivity. Based on the research, it is stated that there is a lot of companies in Denmark that is having a challenge with finding the right employees and it is supported by the political conditions of what the government is representing by the mismatch of the population and demand in the workforce. Recruitment channels are well represented in Denmark. ProFesh is one solution to the window of opportunity existing in the moment. There are multiple recruitment channels operating, but no one with an exact strategy as this business plan. This business concept differs in many ways from the existing players trying to serve the purpose of employment, but there is still an error between the availability in the workforce and matching the right candidates with the right companies. ProFesh is an answer on how to obtain market share in a red ocean environment and accommodating the need in its own innovative way. Competition is high among the already established recruiting channels, but the strategy of ProFesh is to respond to a niche segment in the market as whole, which is different from the existing players. It gives a competitive advantage to attract the right candidates and companies in a 22€ Billion industry. The statistics are there to support the fact that the behaviour of candidates and companies are still favouring recruitment channels online to attract and that it is worth an insignificant monthly payment to get the exposure that is needed being a company. The trend is confirmed among the market players, so it doesn't make it unrealistic to bring a market challenger into the equation. The measurements that the financial evaluation is made for are considerable low. It shows the amount of potential revenue can be increased even further if the aim changes for a faster growth rate. There are realistically limitations to be a new start up competing against recruiting channels that have established themselves at a strong position, but it does not take the opportunity from newcomers or first movers attacking directly to a focused industry. It does in return require the priority of being effective in analysing and identifying potential customers and create immediate brand awareness. Marketing is going to be a major task for the success of establishing a new company, especially in a market that is already mature and have a loyal user base.

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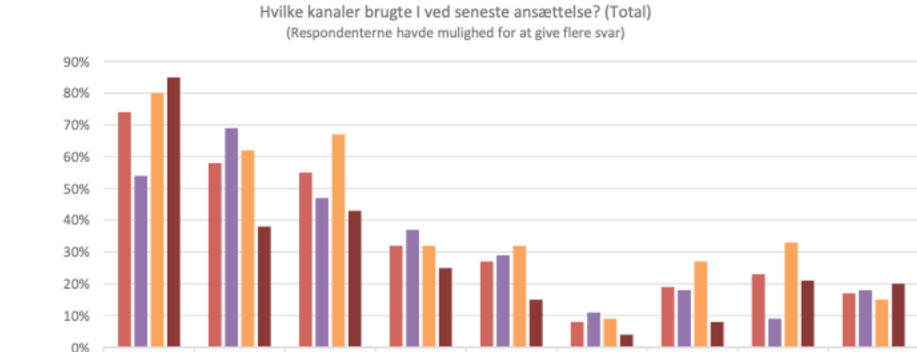
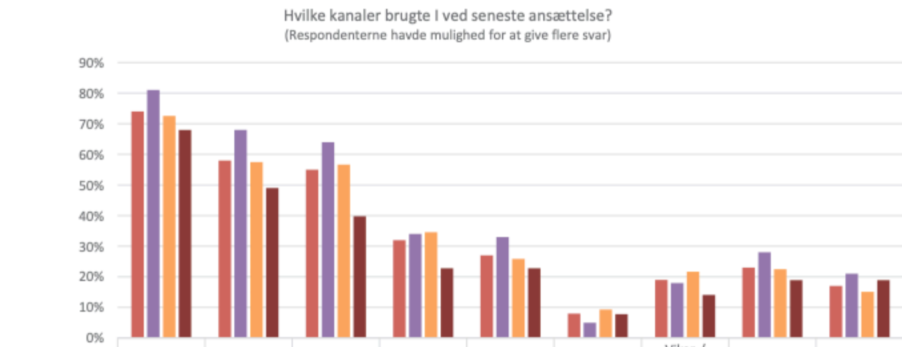
18.Annexes



	Opslået stilling	Netværk	LinkedIn	Facebook	Uopfordrede ansøgninger	Eksterne CV-databaser	Vikar-/ rekrutterings-bureau	Interne kandidater	Jobcenter
Total	74%	58%	55%	32%	27%	8%	19%	23%	17%
Små private	54%	69%	47%	37%	29%	11%	18%	9%	18%
Store private	80%	62%	67%	32%	32%	9%	27%	33%	15%
Offentlig	85%	38%	43%	25%	15%	4%	8%	21%	20%

Annex 1 – Original Danish figure of Ballisager, 2018



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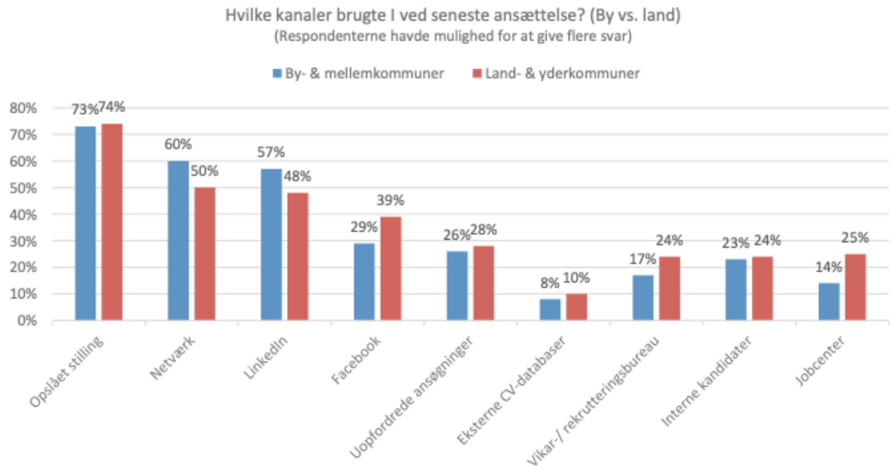
Total	74%	58%	55%	32%	27%	8%	19%	23%	17%
18-40	81%	68%	64%	34%	33%	5%	18%	28%	21%
41-54	73%	57%	57%	35%	26%	9%	22%	22%	15%
55 eller derover	68%	49%	40%	23%	23%	8%	14%	19%	19%

Annex 2 – Original Danish figure of Ballisager, 2018

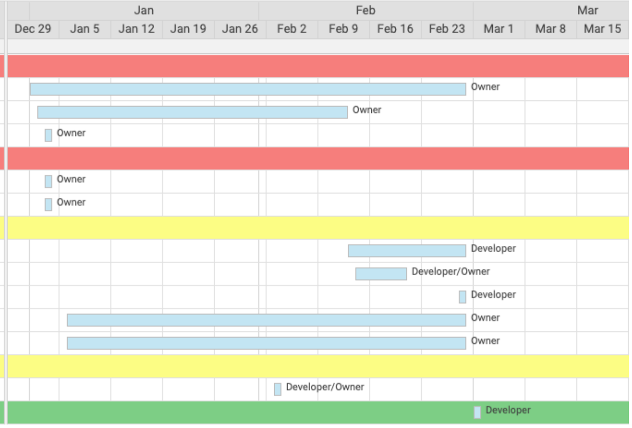


Annex 3- Original Danish figure of Ballisager 2018

Industry analysis Porter´s Five Forces	**Low**	**Medium**	**High**
New entrants MEDIUM			
Service differentiation		x	
Easy establishment			x
Access to partners		x	
Necessity of capital	x		
Brand notoriety			x
Competitors MEDIUM			
Number of competitor		x	
Market players			x
Exclusivity	x		
Market growth		x	
Indirect competitors		x	
Substitutes MEDIUM			
Availability of substitutes			x
Pricing strategy		x	
Suppliers HIGH			
Suppliers in the industry			x
Importance of tech suppliers			x
Buyers MEDIUM			
Availability of information for the customers		x	x
Importance of services quality		x	
Average volume of purchase by customer		x	

Annex 4 – Porter´s 5 Forces

Task Name	Duration	Start	Finish	Assigned To	% Complete
Goal 1					
Continuous research/Updating study	43d	01/01/20	02/28/20	Owner	43d
Recruit developer	30d	01/02/20	02/12/20	Owner	30d
Registration Company CVR No.	1d	01/03/20	01/03/20	Owner	1d
Goal 2					
Domain registration purchase software	1d	01/03/20	01/03/20	Owner	1d
Database registration Purchase softwar	1d	01/03/20	01/03/20	Owner	1d
Goal 3					
Design ProFesh.com	12d	02/13/20	02/28/20	Developer	12d
Promotion(s) create campaigns online	5d	02/14/20	02/20/20	Developer/Owner	5d
Beta Launch	1d	02/28/20	02/28/20	Developer	1d
Sales User base	40d	01/06/20	02/28/20	Owner	40d
Sales Company base	40d	01/06/20	02/28/20	Owner	40d
Goal 4					
Promotion(s) Launch	1d	02/03/20	02/03/20	Developer/Owner	1d
Launch of Official ProFesh.com	1d	03/01/20	03/01/20	Developer	1d



Annex 5 – Action plan for ProFesh

- **Michael Page, Hays, Kinney Recruiting, Thomas Case,**
  10/16/2019 3:39 PM
- **EY, PWC, accenture**
  10/16/2019 3:33 PM
- **McKinsey, NNIT, Accenture, Deloitte, netcompany**
  10/16/2019 3:14 PM
- **Deloitte, kaizen, kpmg, McKinsey**
  10/16/2019 11:02 AM
- **Hr recruiting, go work**
  10/30/2019 2:50 PM
- **PWC**
  10/30/2019 2:25 PM
- **McKinsey, Boston Consulting, Accenture, Deloitte, EY**
  10/30/2019 2:25 PM
- **Efficio, Rambøll**
  10/30/2019 12:53 PM
- **Ballisager, Jobindex, CA, HK**
  10/30/2019 3:56 PM
- **Gowork**
  10/30/2019 3:49 PM
- **Pwc; Deloitte; EY;**
  10/30/2019 3:12 PM
- **pwc, deloitte, kpmg, mckinsey, EY**
  10/30/2019 2:51 PM
- **Accenture, implement, Deloitte, Pa consult**
  10/30/2019 12:41 PM
- **EY,McKinsey,Altran**
  10/16/2019 8:47 PM
- **Go work**
  10/16/2019 5:08 PM
- **Diverse**
  10/16/2019 5:03 PM

Annex 6 – Sample of respondents for question 5, Survey monkey

Generel firmastatistik efter enhed, branche (DB07 127-grp) og tid																			
Enhed: antal																			
Tabelnavn: GF2		2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Firmaer (antal)	62000 It-konsulenter mv.	5.350	5.552	5.574	5.478	6.107	6.568	7.024	7.295	7.887	7.956	8.686	9.310	9.514	9.812	10.241	10.257	10.938	11.531
	69001 Advokatvirksomhed	1.650	1.600	1.584	1.556	1.580	1.586	1.594	1.596	1.610	1.612	1.702	1.726	1.796	1.830	1.865	1.897	1.931	1.971
	69002 Revision og bogføring	3.797	3.712	3.652	3.668	3.701	3.828	3.925	4.016	4.117	4.079	4.176	4.274	4.320	4.233	4.288	4.289	4.419	4.542
	70000 Virksomhedskonsulenter	4.138	4.528	5.099	5.598	6.285	7.079	7.796	8.193	8.432	8.287	8.715	9.123	9.236	9.339	9.575	9.532	10.281	10.678
	71000 Arkitekter og rådgivende ingeniører	6.044	5.804	5.677	5.470	5.600	5.888	5.984	6.296	6.332	5.853	6.057	6.329	6.360	6.323	6.377	6.258	6.559	6.715
	72000 Forskning og udvikling	273	274	303	298	301	310	337	367	434	465	500	522	556	566	581	604	682	715
	73000 Reklame- og analysebureauer	2.573	2.555	2.576	2.477	2.571	2.741	2.771	2.893	2.823	2.757	2.852	2.857	2.813	2.749	2.697	2.706	2.928	2.960
	74000 Anden videnservice	3.639	3.626	3.799	3.701	4.221	4.555	4.823	4.838	5.201	5.089	5.768	6.314	6.578	6.659	7.034	7.091	7.638	7.949
	Rådgiverbranchen i alt:	27.464	27.651	28.264	28.246	30.366	32.555	34.254	35.494	36.836	36.098	38.456	40.455	41.173	41.511	42.658	42.634	45.376	47.061
	Ændring (antal):		187	613	-18	2.120	2.189	1.699	1.240	1.342	-738	2.358	1.999	718	338	1.147	-24	2.742	1.685
	Ændring (pct.):		0,7	2,2	-0,1	7,5	7,2	5,2	3,6	3,8	-2,0	6,5	5,2	1,8	0,8	2,8	-0,1	6,4	3,7

Annex 7 – Consulting companies in Denmark (Danish Industry)

Erhvervsdemografi efter enhed, status, branche (DB07 127-grp) og tid																			
Enhed: antal																			
Tabelnavn: DEMO1			2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Firmaer (antal)	Antal ophørte firmaer	62000 It-konsulenter mv.	1.264	1.260	1.254	924	951	989	1.084	1.068	1.244	1.265	1.333	1.456	1.523	1.471	1.592	1.368	1.683
		69001 Advokatvirksomhed	125	103	104	89	94	103	118	93	107	105	119	129	122	133	159	132	180
		69002 Revision og bogføring	406	367	364	339	291	323	335	392	384	390	299	419	405	363	427	316	446
		70000 Virksomhedskonsulenter	841	894	1.151	1.095	1.165	1.254	1.521	1.639	1.600	1.447	1.409	1.608	1.609	1.615	1.692	1.510	2.020
		71000 Arkitekter og rådgivende ingeniører	900	818	885	716	680	814	776	826	940	787	698	898	848	791	817	704	966
		72000 Forskning og udvikling	47	36	55	38	43	49	51	50	47	73	76	95	102	85	66	59	107
		73000 Reklame- og analysebureauer	437	394	406	350	317	331	366	383	413	399	418	425	366	423	381	354	459
		74000 Anden videnservice	590	531	600	499	551	619	749	751	864	685	854	989	1.042	1.016	1.085	952	1.375
		Rådgiverbranchen i alt:	4.610	4.403	4.819	4.050	4.092	4.482	5.000	5.202	5.599	5.151	5.206	6.019	6.017	5.897	6.219	5.395	7.236
	Nye firmaer (antal)	62000 It-konsulenter mv.	1.473	1.275	1.245	1.482	1.465	1.496	1.557	1.584	1.386	1.738	1.818	1.620	1.752	1.800	1.715	1.918	2.004
		69001 Advokatvirksomhed	91	99	101	98	102	112	111	104	110	173	149	193	159	176	183	200	169
		69002 Revision og bogføring	359	319	413	370	414	439	449	503	380	424	449	407	365	422	422	441	476
		70000 Virksomhedskonsulenter	1.253	1.404	1.706	1.740	1.908	2.031	1.969	1.881	1.558	1.786	1.915	1.710	1.714	1.864	1.765	2.102	2.142
		71000 Arkitekter og rådgivende ingeniører	725	734	735	839	982	890	1.016	872	643	839	990	879	852	854	791	939	962
		72000 Forskning og udvikling	61	65	45	42	52	70	76	79	85	113	96	106	102	105	97	125	112
		73000 Reklame- og analysebureauer	423	417	420	444	487	428	466	380	396	474	473	401	376	391	428	539	472
		74000 Anden videnservice	616	681	606	815	933	903	759	1.013	869	1.192	1.236	1.208	1.117	1.307	1.219	1.411	1.404
		Rådgiverbranchen i alt:	5.001	4.994	5.271	5.830	6.343	6.369	6.403	6.416	5.427	6.739	7.126	6.524	6.437	6.919	6.620	7.675	7.741
			391	591	452	1.780	2.251	1.887	1.403	1.214	-172	1.588	1.920	505	420	1.022	401	2.280	505

Annex 8 – New Consulting companies in Denmark (Danish Industry)