

# PART 1: FORECASTS FOR 2016



A global perspective on the consulting market,  
drawing heavily on extensive client-side research

# CONTENTS

|  |    |
|--|----|
| Methodology  | 4  |
| Survey   | 4  |
| The role of this report in our series  | 4  |
| Definitions of industries and services                                       | 5  |
| Introduction   | 7  |
| Clients are just as busy and willing to use consultants as they were in 2015 | 7  |
| The outlook is most positive in financial services, TMT, and manufacturing   | 8  |
| Section 1: The why, who, and how of growth in 2016                           | 12 |
| The why: What's on clients' agenda in 2016?                                  | 12 |
| The who: Will clients turn to consultants for help?                          | 14 |
| The how: What role will clients want consultants to play?                    | 17 |
| In summary...  | 18 |
| Section 2: Which will be the growth industries in 2016?                      | 19 |
| Financial services   | 19 |
| Manufacturing  | 22 |
| Public sector  | 25 |
| Energy & resources   | 28 |
| Services   | 31 |
| Technology, media & telecoms   | 34 |
| Healthcare   | 37 |
| Retail   | 40 |
| Pharma & biotech   | 43 |
| Section 3: Which will be the growth services in 2016?                        | 46 |
| Technology consulting  | 47 |
| Operational improvement consulting   | 49 |
| Risk & regulatory consulting   | 51 |
| Strategy consulting  | 53 |
| HR & change management   | 55 |
| Financial management consulting  | 57 |
| Section 4: growth Forecasts  | 59 |
| Forecast by industry   | 59 |
| Financial services   | 59 |
| Manufacturing  | 60 |
| Public sector  | 60 |
| Energy & resources   | 61 |
| Services   | 61 |
| Technology, media & telecoms   | 62 |
| Healthcare   | 62 |
| Retail   | 63 |
| Pharma & biotech   | 63 |

|                              |           |
|------------------------------|-----------|
| <b>Forecast by service</b>   | <b>64</b> |
| Technology                   | 64        |
| Operational improvement      | 64        |
| Risk & regulatory            | 64        |
| Strategy                     | 65        |
| HR & change management       | 65        |
| Financial management         | 65        |
| Strategic planning programme | 66        |
| About Source                 | 67        |

# METHODOLOGY

This report is based on quantitative research. We conducted an extensive survey in December 2015 and January 2016 with senior users and buyers of consulting services.

## Survey

We surveyed just over 2,700 senior users and buyers of consulting services in 15 major consulting markets in North America, Europe, the Middle East, and Asia Pacific. Forty-two percent of respondents work in organisations with more than 1,000 employees (the percentage is higher in mature markets where large corporations are numerous). Respondents are distributed across operations, general management, sales & marketing, IT, finance, and HR. They represent nine sectors: energy & resources; financial services; healthcare; manufacturing; pharma & biotech; the public sector; retail; the services sector (including transportation and construction); and technology, media & telecoms.

The increased scale and scope of our survey creates potential problems in comparing this year's data with last year's. Our experience is that there's not a lot of variation in the way relatively large organisations use consultants, but there are some cases where our sample has had an impact and we highlight these.

Please note that all market size numbers are for 2014, the most recent year for which we have full data. Improvements in our research methods between 2013 and 2014 resulted in some market size numbers changing significantly from the 2013 estimates published in our 2015 Strategy Planning Programme Part 1 report. We are happy to provide subscribers with a restated set of 2014 baseline figures should this be of interest.

## The role of this report in our series

This is the first in a series of six reports we will be publishing during the course of 2016 that will use a combination of feedback from clients and consulting firms to analyse the underlying trends shaping the consulting industry over the next 12 months.

The future publications in this series are:

### Megatrend #1: Making consulting and IT services propositions work

Having spent the last few years cutting back their consulting operations in favour of delivering IT projects from low-cost locations, many IT services companies are now in the process of rebuilding their consulting presence. Most, though, are starting where they left off: with a flawed model of how consulting and IT services fit together.

This report will explore the relationship between management and IT consulting and other IT services, both from a client perspective (what they want, what they think they don't get), and from the point of view of suppliers themselves (how IT services companies are remodelling themselves, what impact this could have on the consulting industry).

### Megatrend #2: Premium and commodity consulting: Is the string getting longer?

One of the most important trends our 2015 research highlighted was the extent to which clients are increasingly using consultants in two ways: in more familiar areas as a commodity but also in more innovative fields (e.g., digital transformation) where the characteristics of traditional, high-value management consulting come to the fore. Crucially, our research suggested that this division cut across conventional consulting boundaries and is increasingly seen as two different business models, making it hard for firms to do both at once.

This report will explore this theme in greater detail, looking at how this division is taking even more concrete shape in clients' minds and how consulting firms are responding to the challenge it creates to their business model.

### Megatrend #3: M&A: Is it adding value?

The consulting industry has experienced unprecedented levels of consolidation over the last two years, but it's still far from clear how clients benefit from the trend. This report will analyse clients' views around this issue and explore how they'd construct such deals if they had a say.

### Megatrend #4: Talent: Will the world run out of consultants?

With worldwide growth in consulting expected to be strong throughout 2016, the perennial war for talent is reaching new levels of ferocity, especially when it comes to senior people. Moreover, consulting firms are facing new competition from high tech companies and start-ups, making it hard for them to recruit a new generation of consultants, too. This report will look at how consulting firms are responding to the challenge this poses and asks what the winning strategy is likely to be.

## Planning for growth in 2017

Our fourth annual market attractiveness index, which assesses each geographical market for the next 12 months in terms of things like: the rate of growth in the market, how easy it is to find and retain talent, how much revenue the average consultant can expect to generate, and the propensity amongst clients to use consultants.

# Definitions of industries and services

## Industries



### Energy & resources

#### Energy

*Includes the exploration and production of energy, including oil, gas, coal, and renewables.*

#### Utilities

*Includes the delivery of electricity, gas, water, sanitation, and other related services.*

#### Primary resources

*Includes agriculture, chemicals and chemical products, commodities, forestry, fishing, metals, mining, and plastics.*



### Financial services

#### Banking

*Includes retail banking, commercial banking, and lending.*

#### Insurance

*Includes general insurance (e.g., motor, home, pets, health—anything on an annual contract), life insurance, pension products, retirement planning.*

#### Private equity

*Includes both consulting work for private equity firms and consulting work with private equity portfolio businesses.*

#### Capital markets

*Includes investment banking, trading of stocks and financial products, corporate finance, and broking.*

#### Investment and wealth management

*Includes private banking, high net-worth banking, investment management, trust funds, the management of pension funds, and asset management.*



### Manufacturing

#### Aerospace

*Includes space research and technology, the manufacture of aircraft, aircraft parts, rockets and other space equipment, and tanks and ammunition.*

#### Automotive

*Includes the manufacture of motor vehicles, industrial vehicles, and vehicle supplies and parts.*

#### Construction

*Includes surveying, architectural, and engineering services, heavy construction, house building, and the building of infrastructure.*

#### Consumer packaged goods

*Includes the manufacture of clothes, foods, alcohol, tobacco, furniture, home furnishings, cleaning products, small arms, children's toys, and sports equipment.*

#### Consumer and industrial electronics

*Includes electrical components, household and industrial appliances, commercial and professional equipment.*

#### Industrial products

*Includes industrial machinery, steel and metal products, and plastic products.*



### Pharma & biotech

*Includes research into and the production of drugs, biological products, medicinal chemicals, and life sciences.*



### Healthcare

*Includes private- and publicly-funded healthcare, hospitals, laboratories, and medical equipment.*



### Public sector

#### Government

*Includes federal/national, state/regional, local government, emergency services, justice, social services, public transport, and conservation.*

#### Education

*Includes public and private schools, universities, and libraries.*

#### Defence

*Includes national security and consulting around defence issues.*



### Retail

*Includes the selling of clothes, food, consumer goods, and automobiles.*



### Services

#### Logistics

*Includes warehousing, storage, packing and crating, and distribution including cargo, freight, and haulage.*

#### Business services

*Includes services relating to law, accountancy, IT maintenance, security systems, advertising, employment agencies, and vehicle leasing.*

#### Leisure

*Includes museums, art galleries, theatre, golf courses, hotels, hospitality, travel agencies, restaurants, and bars.*

#### Real estate

*Includes estate agencies and operators of residential and commercial buildings.*

#### Transportation

*Includes private and people-related transportation, including airlines, airport management, train operators, rail infrastructure management, water transportation, courier services, and private bus services.*



### Technology, media & telecoms

#### Telecoms

*Includes telephone, mobile, digital, and other communication services.*

#### High-tech

*Includes IT related devices, computer and computer related devices, audio and video equipment, broadcasting and communication equipment.*

#### Media

*Includes radio, television and digital broadcasting stations and services as well as printing and the publishing of newspapers, periodicals, and books.*

## Services



### Financial management

*Includes finance function and budgeting/financial planning process.*



### Risk & regulatory

*Includes responding to regulation, technology and security risk services, operational risk, financial risk, programme risk.*



### HR & change management

*Includes HR strategy and effectiveness, benefits, compensation and pensions, change management, internal communications, organisational design and culture, stakeholder management, team effectiveness and collaboration, leadership and governance, performance management, talent management/training and development.*



### Operational improvement

*Includes business continuity and recovery, knowledge management, Lean and Six Sigma, property and estate management, quality and performance management, supply chain management, cost-cutting, innovation, M&A integration, managing quality, post-M&A integration, process design and re-engineering, procurement/purchasing, research and development, benchmarking, distribution strategy, environmental, sustainability and CSR, and operational review.*



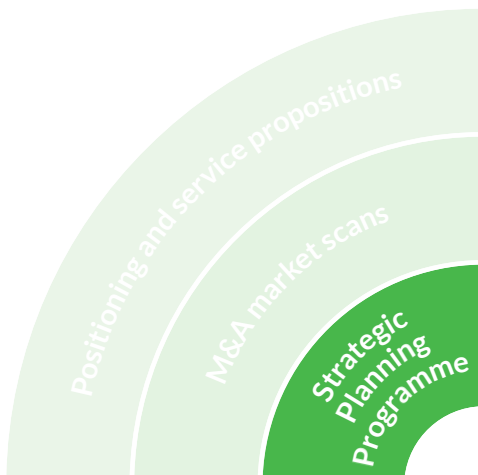
### Strategy

*Includes business and financial modelling, corporate re-structuring, corporate recovery and turnaround, corporate strategy, market analysis and strategy, market research, policy formulation, strategic sourcing/offshoring strategy, due diligence and valuation, infrastructure/asset financing and management, PFI, mergers and acquisitions, customer service, new product development, branding, marketing and channel management, customer relationship management, pricing, sales force effectiveness, category management, sales and distribution planning.*



### Technology

*Includes ERP consulting, IT training, application of new technology, hardware/software selection, IT design and build, IT strategy, planning and review, IT testing and integration, management information and business intelligence, requirements definition, web and internet consulting, project and programme management (e.g., where consulting firm has been engaged to run a specific project that it is otherwise not involved in).*



## How to subscribe

You can either subscribe to the whole programme (the cheapest way of getting access to everything) or buy reports individually. All reports in the *Strategic Planning Programme* come with a global licence, so once you've bought them you can use them anywhere in your firm.

For more details about how you can subscribe please contact [Alice Noyelle](#).

## How the *Strategic Planning Programme* can help you

- Deepens your understanding of the major trends shaping the consulting industry
- Helps you to identify what clients want from consulting firms in relation to major trends
- Helps you in your business planning activities
- Helps you to identify opportunities and threats in the market, and to develop strategies in response to them

Our *Strategic Planning Programme* helps you to develop your strategy. It looks at the consulting market from a global perspective, picking out the trends that matter wherever you are and drawing extensively on our research with clients. In 2016 it splits into six parts, honing in—in parts 2, 3, 4 and 6—on the themes we're hearing most firms and most clients talking about at the moment.

## Reports covered in this programme:

Forecasts for 2016

Megatrend #1: Making consulting and IT services propositions work

Megatrend #2: Premium and commodity consulting: Is the string getting longer?

Megatrend #3: M&A: Is it adding value?

Megatrend #4: Talent: Will the world run out of consultants?

Planning for growth in 2017 (Market Attractiveness Index)

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## About Source

Source Global Research is a leading provider of information about the market for management consulting. Set up in 2007 with offices in London and Dubai, Source serves both consulting firms and their clients with expert analysis, research, and reporting. We draw not only on our extensive in-house experience but also on the breadth of our relationships with both suppliers and buyers. All of our work is underpinned by our core values of intelligence, integrity, efficiency, and transparency.

Source was founded by Fiona Czerniawska and Joy Burnford. Fiona is one of the world's leading experts on the consulting industry. She has written [numerous books](#) on the industry including: [The Intelligent Client](#) and *The Economist* books, [Business Consulting: A Guide to How it Works and How to Make it Work](#) and [Buying Professional Services](#).

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