SOURCE
GLOBAL RESEARCH

June 2020
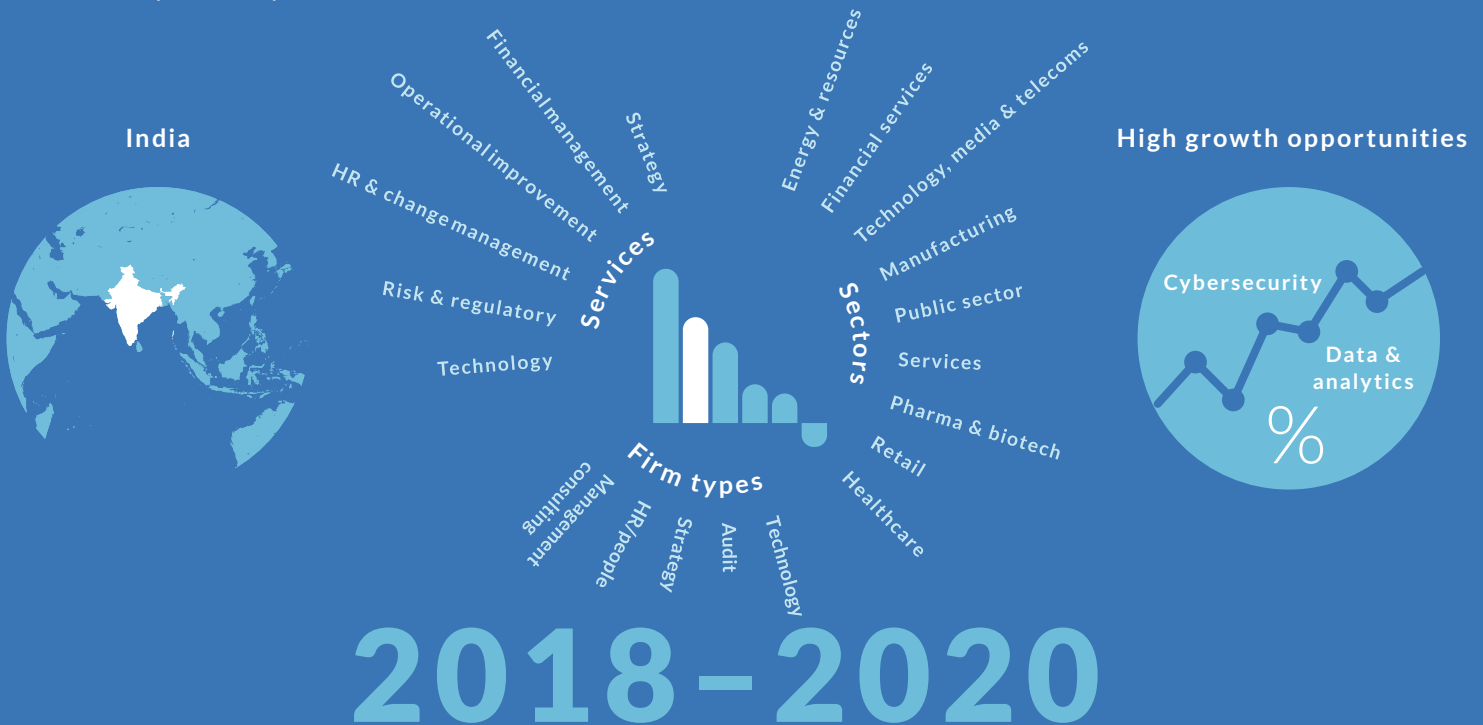
The India Consulting Market in 2020

Market Trends Programme

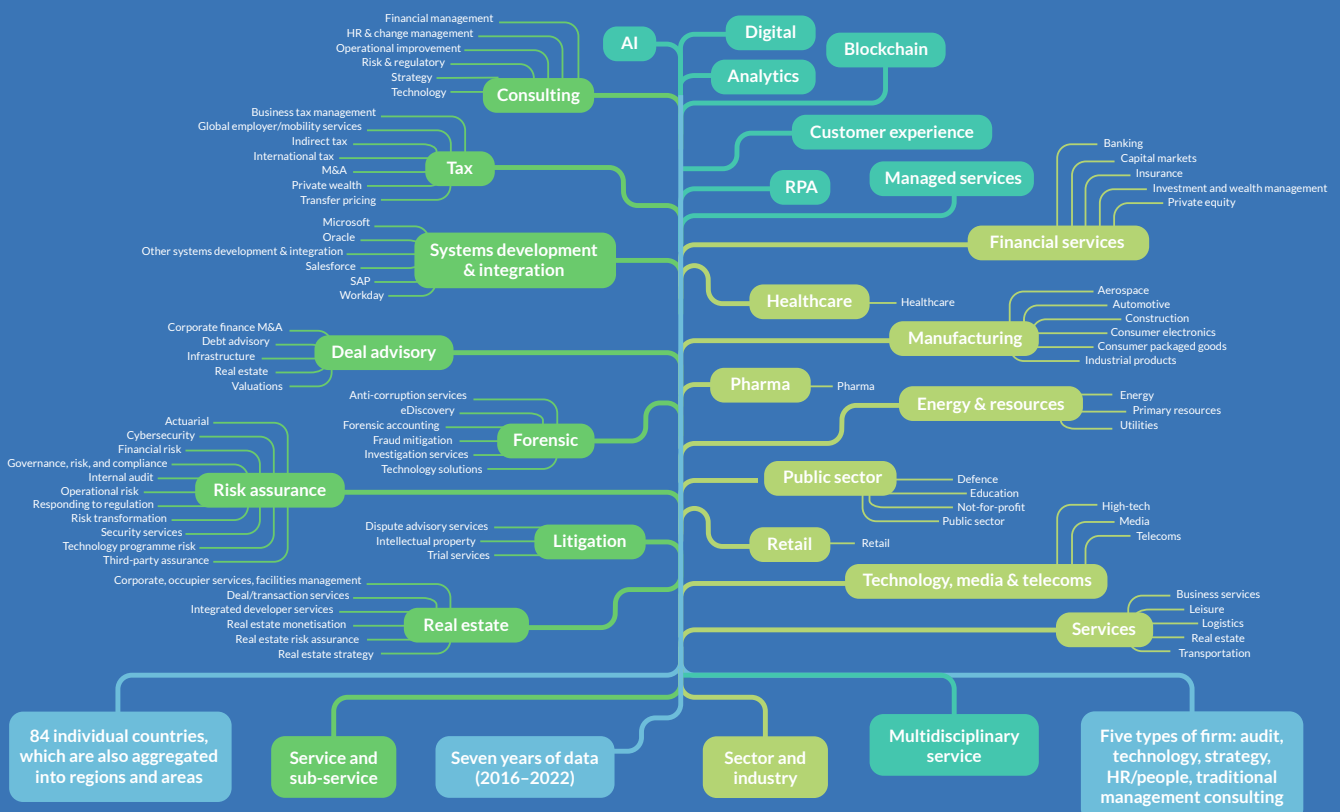# What's included in this report

Our reports offer a wealth of market sizing, growth, and forecast data alongside engaging, in-depth analysis of the trends that matter.

India

High growth opportunities

Cybersecurity

Data & analytics %

Services: Financial management, Operational improvement, HR & change management, Strategy, Risk & regulatory, Technology

Sectors: Energy & resources, Financial services, Technology, media & telecoms, Manufacturing, Public sector, Services, Pharma & biotech, Retail, Healthcare

Firm types: Management consulting, HR/people, Strategy, Audit, Technology

2018–2020

What else we cover

Our highly flexible, multidimensional model provides firms with robust, trusted data to make informed decisions about strategic investments and plan for the future.

AI — Digital — Blockchain — Analytics

Consulting
- Financial management
- HR & change management
- Operational improvement
- Risk & regulatory
- Strategy
- Technology

Customer experience

Tax
- Business tax management
- Global employer/mobility services
- Indirect tax
- International tax
- M&A
- Private wealth
- Transfer pricing

RPA — Managed services

Financial services
- Banking
- Capital markets
- Insurance
- Investment and wealth management
- Private equity

Systems development & integration
- Microsoft
- Oracle
- Other systems development & integration
- Salesforce
- SAP
- Workday

Healthcare — Healthcare

Manufacturing
- Aerospace
- Automotive
- Construction
- Consumer electronics
- Consumer packaged goods
- Industrial products

Deal advisory
- Corporate finance M&A
- Debt advisory
- Infrastructure
- Real estate
- Valuations

Pharma — Pharma

Energy & resources
- Energy
- Primary resources
- Utilities

Forensic
- Anti-corruption services
- eDiscovery
- Forensic accounting
- Fraud mitigation
- Investigation services
- Technology solutions

Risk assurance
- Actuarial
- Cybersecurity
- Financial risk
- Governance, risk, and compliance
- Internal audit
- Operational risk
- Responding to regulation
- Risk transformation
- Security services
- Technology programme risk
- Third-party assurance

Public sector
- Defence
- Education
- Not-for-profit
- Public sector

Litigation
- Dispute advisory services
- Intellectual property
- Trial services

Retail — Retail

Technology, media & telecoms
- High-tech
- Media
- Telecoms

Real estate
- Corporate, occupier services, facilities management
- Deal/transaction services
- Integrated developer services
- Real estate monetisation
- Real estate risk assurance
- Real estate strategy

Services
- Business services
- Leisure
- Logistics
- Real estate
- Transportation

- **84 individual countries, which are also aggregated into regions and areas**
- **Service and sub-service**
- **Seven years of data (2016–2022)**
- **Sector and industry**
- **Multidisciplinary service**
- **Five types of firm: audit, technology, strategy, HR/people, traditional management consulting**

Contents

About this report

Our report draws on three main sources:

- Our global data model with 9.7 million data points
- Our interviews with senior management consultants from a range of consulting firms
- Our in-depth desk research on the market

A detailed view of our methodology and more information about Source can be found below:
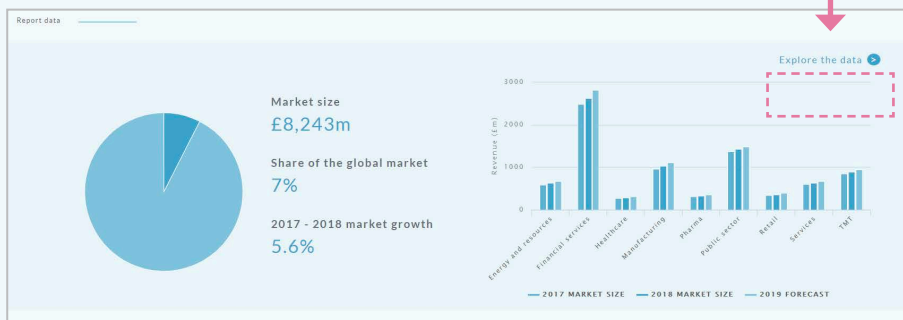
The India Consulting Market in 2020

Explore the data

All of the market size data in this report is available to explore online through our global data model portal. You are able to interact with the data in more detail and create custom views of the market to suit your needs.

You can access the data via our reports page, as seen below:

Report data

Market size
£8,243m

Share of the global market
7%

2017 - 2018 market growth
5.6%

Explore the data ▸

2017 MARKET SIZE   2018 MARKET SIZE   2019 FORECAST

🔍 **Explore the data**

Our global data model is the biggest and most sophisticated model of the professional services industry available. It provides data on market size, growth rates, and forecasts across 29 industries, 12 service lines, 84 countries, and five firm types. It's the platform on which a growing number of professional services firms are basing their understanding of the market and their performance within it.

Introduction

The COVID-19 pandemic has changed our lives, our communities, the global economy, and the consulting market, and its impact is likely to be felt for some considerable time to come. Against this backdrop, we wanted to develop a report that is as useful as possible in understanding the immediate impacts of the crisis while helping firms navigate a way forward.

Once the recovery starts, clients' needs will be dictated by the needs that were already there, coloured by recent events. Therefore, understanding both the situation before the crisis and the things that are changing right now will be essential for firms to support clients through the recovery. With this in mind, this report includes the following:

- Analysis of the consulting market in 2019, including key trends and analysis of demand by sector and service
- Insights from firms around demand drivers in 2019, and how this is being reshaped in 2020, as well as how they are organising themselves and approaching the market
- A link to our latest forecasts for 2020

Recognising how quickly the COVID-19 pandemic is reshaping the consulting market, we will also provide subscribers with regular, monthly updates during the second half of the year. This will include our latest thinking about the impacts of the crisis, together with global forecasts split by region and accompanied by high-level commentary.

We have drawn on key data sources in order to develop our analysis:

- We've built a bottom-up model of the global consulting market from the information we get from consulting firms and our own research, and we use this to size the industry and its growth rates. This is based on our global model, which contains detailed data about almost 1,600 firms plus higher-level estimates about a further 400,000 firms, all with more than 50 consultants apiece, in addition to comprehensive primary research carried out by Source analysts.
- We're very grateful for the input of a wide range of firms, who are helping us assess the impact of COVID-19 on the market by providing up-to-the-minute information that we are using on an ongoing basis to adjust our existing model of the industry.

For our latest global analysis of the effect of the COVID-19 pandemic on the consulting market, please click here.

🔍 **COVID-19 model**

The India consulting market in 2019

Overview

2019 was another good year for India's consultants. While growth didn't quite hit the heights of the previous year, and the election tempered public sector spending, consultants still enjoyed strong growth. The changing regulatory landscape at home and abroad continued to generate new opportunities for India's consultants, as did the rapid digitisation of business models. The very active deals market was also a fruitful one for consultants as overseas companies bought their way into the Indian market, and domestic companies used acquisitions to expand their customer bases.

Digital transformation continued to drive consulting growth across all sectors in India. Investment in the cloud took centre stage last year with companies seeking support to identify the best cloud providers and start to reduce their reliance on hardware infrastructure. Automation, historically a slow grower in India due to low wages making it a less beneficial cost-cutting tool, also started to gain more traction as clients explored how increased use of digital tools could increase efficiency and boost productivity.

Demand for data & analytics expertise was on the rise, with clients eager to tap into their growing pools of data and gain insights to boost both their customer-facing operations and their behind-the-scenes activities. Indeed, demand for data & analytics support was so strong that it increased at a quicker pace than the overall market, growing by 21.5% and taking the value of data & analytics work to US$788m, accounting for 23% of overall consulting revenues. Demand for cybersecurity know-how was also on the rise as companies sought to protect their businesses. Cybersecurity demand grew by 15.9% in 2019, and work in this space accounted for 2% of total consulting revenues in India.

Alongside digital expertise, firms continued to see strong demand for traditional technology skills as clients invested in updating ERP and CRM systems, in addition to IT infrastructure upgrades. Demand for risk & regulatory capabilities was also high as clients sought to respond to the changing domestic and international regulatory landscape amid the rise of trade disputes and tariffs.

Accounting for over a third of all consulting revenues, financial services remained one of the fastest-growing sectors last year. The digitisation of the front office remained a top priority for banks thanks to the ongoing rise of digital payment systems and loan services. Firms also saw increased demand for regulatory expertise as clients responded to changes in the regulations governing the sector. The much smaller pharma & biotech sector also grew at a quicker pace than the overall market. The need to digitise operations remained a key driver as clients sought to put data modelling and analytics at the heart of their quest for new drug development. Cost-cutting was also on the agenda as drug manufacturers explored how to boost R&D investment by trimming spending elsewhere in their organisations.

There was also strong demand in the public sector as the government implemented digitisation programmes ahead of the election. And Prime Minister Modi doubled down on these projects once re-elected with a push to modernise the way in which citizens

interact with government at both a federal and state level. Meanwhile, the ongoing surge in online shopping generated a flurry of consulting activity in the retail sector. Much of this work came from bricks-and-mortar operators responding to the rise of online retailers, but firms also saw a rise in the number of e-commerce companies seeking support to grow their business organically either with new products or by expanding into new regions. Firms with deals practices also had a good year in the retail sector with overseas investors eyeing up acquisitions as a good way to enter the lucrative Indian retail market, and domestic players seeking new partnerships to expand their access to customers.

The healthcare consulting market grew at a healthy pace amid ongoing investment in digital solutions. Community outreach initiatives were also on clients' agendas as healthcare providers sought support to roll out new initiatives aimed at disease prevention and access to medical care in more remote areas. In addition, the TMT sector grew at a solid pace, albeit at a slower rate than the overall market. Firms with deals practices fared well as international investors eyed up acquisition opportunities to get involved in India's TMT sector. However, pressure on prices squeezed telecoms' margins, resulting in a trimming of consulting budgets despite ongoing demand for support with 5G network roll-outs. The energy & resources sector was once again the slowest grower in India, with fees remaining under pressure across the board. Firms saw ongoing demand for business transformation expertise as the country's energy companies continued to pivot from fossil fuels to renewables.

Segmentation classification of consulting firms

Type M: Management consulting only

Type S: Consulting on strategic decisions and operations alongside M&A-related work

Type A: Consulting alongside audit, tax, and corporate finance services

Type P: Consulting on people-related issues, but also investment advice, risk management, and in some cases, HR outsourcing and HR package implementation

Type T: Firms that either specialise in technology or combine technology, outsourcing, and consulting

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Data & analytics—our definition

The rise of "big" data and analytics has been one of the defining trends in consulting and the wider professional services market over recent years. While much work is still focused on the basics—basic data management and the gathering and integration of data into coherent storage spaces—growth has been highest in advanced analytics (which goes beyond simple mathematical calculations to use mathematical and statistical formulas and algorithms to generate new information, to recognise patterns, and also to predict outcomes and their respective probabilities), data visualisation, and business intelligence.

Cybersecurity—our definition

Cybersecurity is one of the genuine "blockbuster" consulting services of recent years, fuelled by widespread public and board-level concern. Moreover, as new threats emerge, this is a market that's constantly evolving. Our definition of cybersecurity includes strategic advice around systems design, attack prevention, and response; securing systems, networks, and users through firewalls, endpoint security, multi-factor authentication, etc.; business continuity and crisis management during and after a cyberattack; and testing a computer system, network, or web application to find security vulnerabilities that an attacker could exploit.

Contributors

We are extremely grateful to all the people we spoke to for making this report possible. Below is a list of individuals who have contributed (excluding those consultants who wished to remain anonymous).

Name	Job title	Organisation
Sanjeev Agarwal	Managing Director	Protiviti
Danish Faruqui	Partner	L.E.K.
Shanker Gopalkrishnan	President	Madras Consultancy Group
Arvind Gupta	Head of Management Consulting, India	KPMG
Jyothsna Kuchimanchi	Senior Director	Cognizant
Karthik Padmanabhan	ANZ Leader	Cognizant
Kameswara Rao	Partner	PwC
Rohan Sachdev	Deputy Advisory Leader for India	EY
Deepankar Sanwalka	Partner/India Advisory Leader	PwC
Deepak Sharma	Partner & Co-founder	Kanvic
Shashwat Sharma	Partner	Oliver Wyman
Akhilesh Tuteja	Head of Risk Consulting, India	KPMG

Contributors

About the author

Ashok Patel

Ashok is a writer and editor at Source, contributing to our Market Trends Programme and Client Perception Programme reports. Prior to joining Source, he was an editor and a consultant in the commodities market, and he also brings experience from the UK automotive sector.

Ashok Patel

✉ ashok.patel@sourceglobalresearch.com

Programme schedule for 2020

Reports 2020	Market Data & Analysis	Client & Brand Insights	Emerging Trends
January			
February	Forecasts for 2020 UK	UK	
March	GCC Benelux	GCC Nordics	The Future of Account Management
April	Nordics	Germany	
May	DACH France Southern Europe US	US France	
June	Eastern Europe & Russia Canada Australia India South America Japan South East Asia China	Financial Services Technology, Media & Telecoms	Sustainable Futures: Building Resilient Businesses
July	Mexico Africa Global Risk Services	Energy & Resources Healthcare	
August	Global Tax Advisory	Perceptions of Audit Firms Perceptions of Tax Firms	
September	Energy & Resources Planning for Growth in 2021	Perceptions of Risk Firms	Sustainable Futures: A Climate Transformed
October	Financial Services		
November	Healthcare Technology, Media & Telecoms		The Consultant of Tomorrow
December			

Please note that with the purchase of all country Market Data & Analysis reports in 2020, you will also gain access to monthly updates regarding the impact COVID-19 is having on the consulting industry more widely.

White Space	A powerful research tool that allows subscribers to keep up to date with the latest content being produced and maximise their return on investment. A series of reports that analyse the quality and effectiveness of thought leadership are published throughout the year.

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Our custom work _____

We provide advice and custom research services to the world's most successful professional services firms, helping them to identify, and develop strategic responses to, their most pressing opportunities and challenges.

Among other things, our work includes:

– Deep market and competitor analysis
– Acquisition strategy
– Proposition strategy and development
– Brand and client sentiment analysis
– Thought leadership and content strategy, development, and review

For more information about any of these, please visit our website or get in touch.

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About us

Source Global Research is a leading provider of information about the market for professional services.

Set up in 2007, Source serves the professional services industry 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 Information Services Ltd
20 Little Britain | London | EC1A 7DH
UK +44 (0)20 3478 1207
US +1 800 767 8058
info@sourceglobalresearch.com
www.sourceglobalresearch.com