

The Healthcare & Pharma Consulting Market in 2021

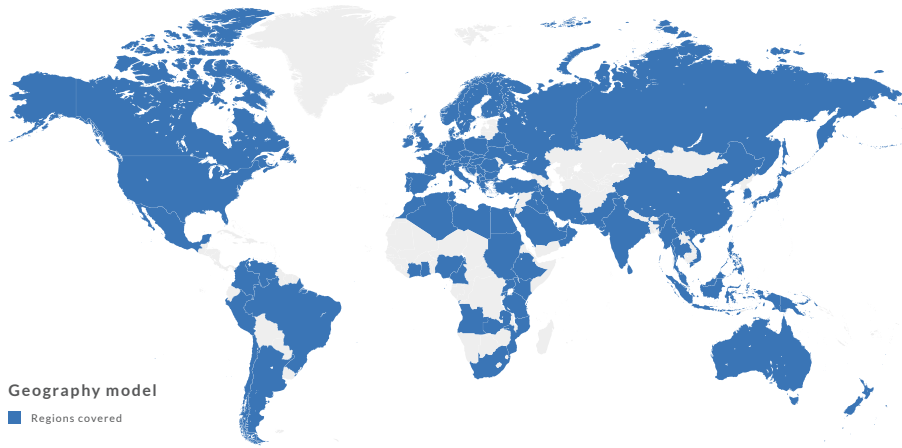
Market Trends Programme





What's included in this report

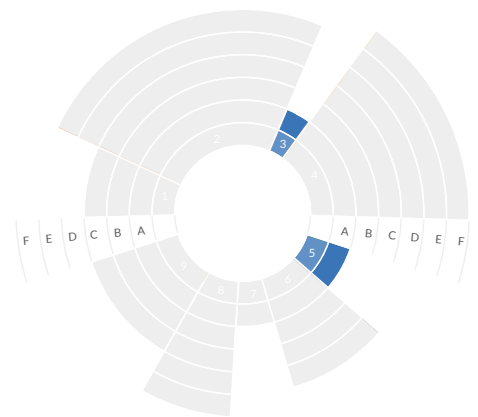
Our reports offer a wealth of market sizing, growth, and forecast data alongside engaging, in-depth analysis of the trends that matter. Using our highly flexible, multidimensional model we provide firms with robust, trusted data to make informed decisions about strategic investments and plan for the future.



Geography model

Regions covered

Albania	Canada	Germany	Kenya	North Macedonia	Saudi Arabia	Tanzania
Algeria	Chile	Ghana	Kuwait	Norway	Serbia	Thailand
Angola	China	Greece	Lebanon	Oman	Singapore	Tunisia
Argentina	Colombia	Hong Kong	Libya	Pakistan	Slovakia	Turkey
Australia	Côte d'Ivoire	Hungary	Luxembourg	Papua New Guinea	Slovenia	UAE
Austria	Croatia	India	Malaysia	Peru	South Africa	Uganda
Bahrain	Cyprus	Indonesia	Mexico	Philippines	South Korea	Ukraine
Belarus	Czech Republic	Iran	Morocco	Poland	Spain	United Kingdom
Belgium	Denmark	Iraq	Mozambique	Portugal	Sri Lanka	United States
Bosnia	Egypt	Ireland	Myanmar	Qatar	Sudan	Venezuela
Brazil	Ethiopia	Israel	Netherlands	Romania	Sweden	Vietnam
Bulgaria	Finland	Italy	New Zealand	Russia	Switzerland	Zambia
Cameroon	France	Japan	Nigeria	Rwanda	Taiwan	



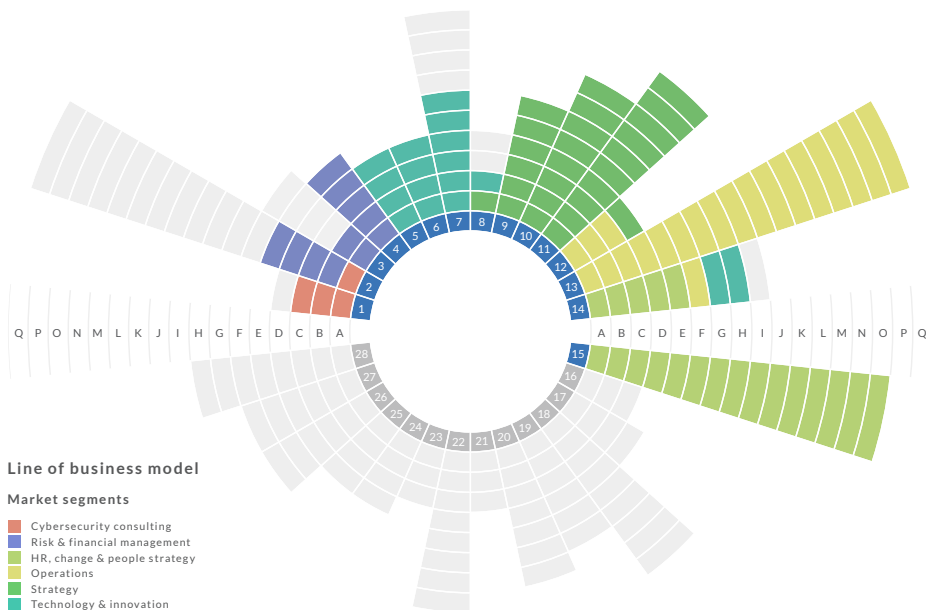
Sector model

Sectors

- 1 Energy & resources
- 2 Financial services
- 3 Healthcare
- 4 Manufacturing
- 5 Pharma & biotech
- 6 Public sector
- 7 Retail
- 8 Services
- 9 Technology, media & telecoms

Sub-sectors

- 1 A Energy
- 1 B Primary resources
- 1 C Utilities
- 2 A Banking
- 2 B Capital markets
- 2 C Insurance
- 2 D Investment and wealth management
- 2 E Private equity
- 3 A Healthcare
- 4 A Aerospace
- 4 B Automotive
- 4 C Construction
- 4 D Consumer electronics
- 4 E Consumer packaged goods
- 4 F Industrial products
- 5 A Pharma
- 6 A Defence
- 6 B Education
- 6 C Not-for-profit
- 6 D Public sector
- 7 A Retail
- 8 A Business services
- 8 B Leisure
- 8 C Logistics
- 8 D Real estate
- 8 E Transportation
- 9 A High-tech
- 9 B Media
- 9 C Telecoms



Line of business model

Market segments

- Cybersecurity consulting
- Risk & financial management
- HR, change & people strategy
- Operations
- Strategy
- Technology & innovation

Line of business

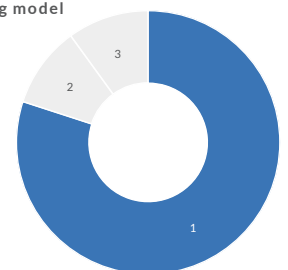
- 1 Cybersecurity
- 2 Risk
- 3 Forensic
- 4 Financial management
- 5 Design & UX
- 6 Innovation
- 7 Technology
- 8 Data & analytics
- 9 Research
- 10 Deals
- 11 Strategy
- 12 Real estate
- 13 Operations
- 14 Sustainability
- 15 HR & change
- 16 Architecture
- 17 Audit & assurance
- 18 Business process outsourcing
- 19 Civil engineering
- 20 Legal
- 21 Litigation
- 22 Marketing & creative
- 23 Network engineering
- 24 Product engineering & R&D
- 25 Recruitment
- 26 Software engineering
- 27 System integration
- 28 Tax

Capabilities

- 1 A Cybersecurity advice
- 1 B Cybersecurity incident response
- 1 C Penetration testing & wargaming
- 2 A Technology & security risk services
- 2 B Operational risk
- 2 C Programme risk
- 2 D Responding to regulation
- 2 E Risk management
- 3 A eDiscovery
- 3 B Forensic accounting
- 4 A Budgeting/financial planning process
- 4 B Debt advisory
- 4 C Finance function
- 4 D Financial advisory
- 4 E Financial restructuring & insolvency
- 5 A Corporate identity
- 5 B Customer journey & UX benchmarking
- 5 C Graphic & UI design
- 5 D UX & service design
- 6 A Ideation
- 6 B Innovation management
- 6 C Innovation strategy
- 6 D Strategies for growth from innovation
- 7 A Cloud advice
- 7 B ERP consulting
- 7 C IT strategy, planning & review
- 7 D IT training
- 7 E Programme management
- 7 F Vendor selection
- 8 A Advanced analytics
- 8 B Data visualisation, business intelligence & semantic layer
- 9 A Customer feedback
- 9 B Customer segmentation
- 9 C Employee feedback
- 9 D Environmental & social impact research
- 9 E Macro/microeconomic research
- 9 F Market research
- 10 A Capital allocation strategy
- 10 B Commercial due diligence & valuation
- 10 C Financial due diligence
- 10 D M&A transaction strategy
- 10 E Operational due diligence
- 10 F Portfolio & investment strategy
- 10 G Public-private partnerships
- 10 H Technology due diligence
- 11 A Business & financial modelling
- 11 B Category management
- 11 C Channel management
- 11 D Corporate recovery & turnaround
- 11 E Corporate restructuring
- 11 F Corporate strategy
- 11 G Market analysis & strategy
- 11 H Policy formulation
- 11 I Pricing
- 11 J Strategic sourcing/offshoring services
- 12 A Corporate, occupier services & facilities management
- 12 B Integrated real estate developer services
- 12 C Real estate deal/transaction services
- 12 D Real estate strategy
- 13 A Benchmarking
- 13 B Business continuity & recovery
- 13 C Cost cutting
- 13 D Customer service
- 13 E DevOps
- 13 F Distribution strategy
- 13 G Lean & Six Sigma
- 13 H Operational review
- 13 I Outsourcing advice
- 13 J Post-M&A integration
- 13 K Process design, re-engineering & automation
- 13 L Procurement/purchasing
- 13 M Property & estate management
- 13 N Sales & distribution planning
- 13 O Sales force effectiveness
- 13 P Supply chain management
- 13 Q Target operating model
- 14 A Purpose-led strategy & change
- 14 B Resource-efficiency implementation
- 14 C Resource-efficiency strategy
- 14 D Social impact & trust
- 14 E Sustainable workforce
- 14 F Sustainable supply chain
- 14 G Clean technology
- 14 H Green IT
- 15 A Benefits, compensation & pensions, excluding actuarial & investment advice
- 15 B Change management
- 15 C Diversity & inclusion
- 15 D Employee engagement
- 15 E Governance & board effectiveness
- 15 F HR strategy & effectiveness
- 15 G Leadership
- 15 H Organisational design & culture
- 15 I Organisational training & development
- 15 J Outplacement
- 15 K Pension fund evaluation & advice
- 15 L Performance management
- 15 M Stakeholder management
- 15 N Talent management
- 15 O Team effectiveness & collaboration

The revenue-earning model

- 1 Consulting
- 2 Managed service
- 3 Other (contingent fees, software licensing, associate networks)





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About this report

Our report draws on four main sources:

- Our global data model covering the professional services market
- Our annual global client perception survey of senior end-users of consulting firms
- 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:

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The healthcare & pharma consulting market in 2020

The healthcare & pharma consulting markets began 2020 on a high, having been among the best performing sectors in recent years. And while the pandemic triggered a contraction across much of the consulting world last year, the same cannot be said of healthcare & pharma. While healthcare could not quite maintain its lofty 2019 performance, which saw growth hit 10%, consultants still saw solid expansion of 2.8% last year, with revenues totalling US\$12,219. Meanwhile, demand from pharma clients reached an unprecedented high of 16.8% in 2020 to total US\$6,243m, having grown 10.6% in 2019.

Cybersecurity was the fastest growing service across the healthcare & pharma sectors, with revenues rising 29.8% and 31.9% respectively as organisations sought to protect their increasingly digitised operations. The need to quickly deploy telehealth services and the desire to rapidly expand the use of automation and AI, particularly in R&D, triggered a surge in calls to technology & innovation consultants. Demand for risk & regulatory expertise also increased sharply across both sectors as organisations sought to better understand how the pandemic would impact their operations, in addition to finding ways to limit the risks in the record-breaking development and roll out of COVID-19 treatments and vaccines.

The need to keep day-to-day activities ticking during the pandemic resulted in solid demand for operational expertise, with a particular focus on cost cutting as clients trimmed back spending on non-COVID-19 activities. Supply chain capabilities were also in strong demand across both sectors as healthcare & pharma clients sought to navigate the increasingly challenging international trade environment amid pandemic-triggered manufacturing shutdowns and logistical hurdles. The challenges of traversing the pandemic and preparing for the post-pandemic world also meant strong demand for consultants with a reputation for strategic excellence.

From a geographical perspective, the US remained the largest market, accounting for 62% of healthcare consulting revenues and 45% of revenues in the pharma sector. In terms of the fastest growers, the GCC showed the sharpest uptick in healthcare spend, with consulting revenues rising more than 17.8% as broad digital and business transformation initiatives continued alongside efforts to tackle the pandemic.

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The client perspective

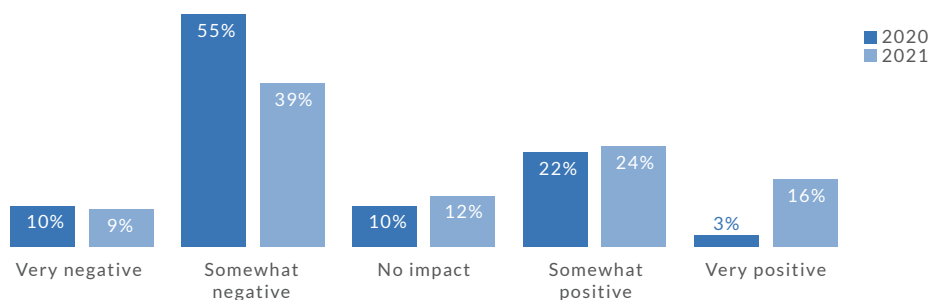
How have healthcare & pharma clients been impacted by the crisis?

When trying to discern the current mood of clients in the healthcare & pharma sectors, it seemed obvious to start by asking about the impact the pandemic has had on their organisations. From fighting to save lives on the frontline to racing to produce an effective vaccine—and everything in between—it's to be expected that clients would report a difficult year. Indeed, the largest share (47%) of clients said their organisations suffered during the pandemic, stating that the crisis had either a 'very' or 'somewhat' negative impact.

When we asked clients the same question this time last year, they were markedly more downbeat. In 2020, 65% of healthcare & pharma clients told us that the pandemic's impact on their organisation had been "somewhat" or "very" negative, and only 25% said that the crisis had been 'somewhat' or 'very' positive (compared to 40% positive in 2021). This notable uptick in attitude suggests clients are either starting to look back on the events of the last 18 months with slightly rose-tinted glasses, or some of the challenges identified last year have been turned into opportunities for growth or improvement.

Figure 4

On balance, what impact did the COVID crisis have on your organisation as a whole?
2021 results compared to 2020



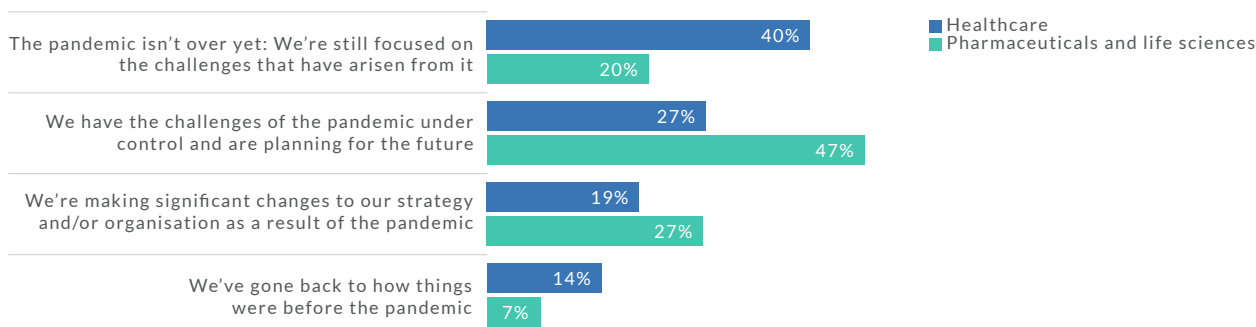


Many clients are still embroiled in the pandemic, however: Forty percent of healthcare payors and providers said that the crisis isn't over yet and they are still dealing with the challenges that have arisen from it. Pressure on healthcare clients has been immense over the past 18 months, and as the Delta variant continues to spread, the industry has seen little relief. Having said that, a notable segment (27%) report that things are under control and they're planning for what comes next, while 19% are already acting on lessons learned, saying they're making significant changes to their strategy and/or organisation as a result of the pandemic.

The ongoing impact of the pandemic is less keenly felt by clients in pharma: Forty-seven percent of clients in this group say they can be more forward-looking and are planning for the future.

Figure 5

How would you best describe how your organisation is responding to the challenges of the pandemic at the moment





What do clients think will be the legacy of the crisis?

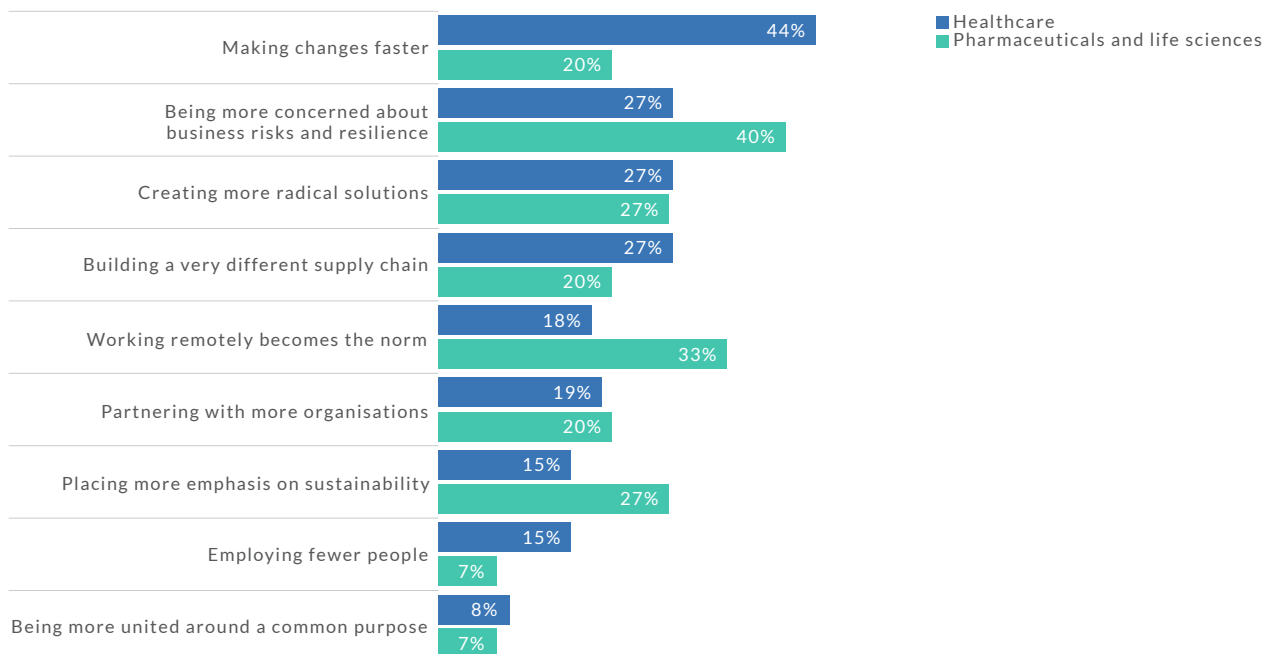
As clients start to consider life after the pandemic, it's natural to reflect upon how their organisations have changed and consider what should return to the status quo and which changes they would like to keep or even build upon. When looking at healthcare & pharma respondents as a whole, making change faster is the most anticipated legacy of the pandemic (40% expecting this).

If we look underneath the surface, however, differences between healthcare & pharma clients come to the fore once again. Many healthcare clients agree that making changes faster will be a legacy of the pandemic, but they also predict a stronger focus on business risks and resilience, creating more radical solutions, and building a very different supply chain. The fact that healthcare clients expect the pandemic to bring about many significant long-term changes to the ways in which they operate is perhaps indicative of the depth of crisis these clients have faced.

For pharma clients, being more concerned with risks and resilience was cited by the largest share of clients (40%) as a key takeaway, a likely response to the rising trade tensions, supply chain challenges, and ever-increasing cyber threat facing the industry. The pandemic also forced pharma businesses to re-examine—and think more creatively and flexibly about—the way they work, so it is striking to see that 33% anticipate a long-term shift to remote working, 27% expect to place more of an emphasis on sustainability, and another 27% express a willingness to create more radical solutions within the industry.

Figure 6

What do you think will be the permanent legacy of the pandemic on your organisation?





— Insights from consultants

Interviews with consulting leaders

At Source, we have always believed that the only way to truly understand a consulting market is to have real conversations with the consultants who are on the ground working in that market, serving their clients day in and day out. Below, you'll find condensed versions of our most recent discussions with Healthcare & pharma's consultants, as they reflect on 2020, tell us how the previously unimaginable events of 2020 are reshaping the market, and in the case of a few brave souls, venture a guess as to what comes next.



Raymond Berglund, Managing Director, Alvarez & Marsal

How did the healthcare & pharma consulting market perform in 2020?

On the whole, 2020 was a lumpy year. While the market performed better than expected, consulting firms' experiences differed depending on the quarter and the type of services they offer. Early on in the year, there was work around cash preservation and cash flow forecasting, but almost no deals were taking place, which meant there were no due diligence or post-merger integration projects. The volume of work increased at the end of the year, though, when increased private equity investments led to many deals being made.

The pace of work hasn't slowed down since then, partly because of pent-up demand being released, but mostly because companies have used the post-COVID reality as a catalyst to move out of stasis and begin implementing needed transformational changes. People looked at their COVID response successes and realised that, if they put their minds to it, they could pull off the big swings they had been putting off. As a result, we're seeing a lot of work in areas like global footprint optimisation and top-down company transformations now, which means that consultancies and everyone else who is in the business of changing business is having a very busy year.

Have you noticed a change in the competitive landscape over the last 12 to 18 months?

No, I haven't seen a significant shift of that kind in the market. There might be some smaller upstart firms popping up, but ultimately, the consulting market is slow to change, so the bigger brand names aren't going anywhere yet.

Aside from the shift to remote working, have you changed how you deliver to clients in the last 12 to 18 months?

Our fundamental approach and the value we want to bring haven't changed. Practically speaking, while things still aren't back to normal, we—and almost everyone else—are back to business. So, we're on the road again, visiting clients who are back in the office where possible.

Are you seeing different trends across the various parts of the market: healthcare, pharma, biotech, and life sciences?

Definitely. Things are changing rapidly in pharma. The market is undergoing a monumental shift; there are lots of deals and carve-outs going on. In particular, we're seeing a lot of M&A action from big and mid-tier companies, which are rebalancing their portfolios by buying in new technologies and selling off older ones, which will end up becoming very interesting standalone companies in their own right. Big Pharma is also increasingly using small and mid-sized CDMOs to develop and manufacture drugs for particular markets. The flip side of that is that those CDMOs are now verticalising to become the kind of end-to-end companies that Big Pharma used to be. ThermoFisher, for example, has been purchasing companies to move itself down the clinical research chain beyond just development and manufacturing. Another thing we're seeing is that, because we know we'll be going deeper into biologics and cell and gene therapy, there's an increased demand for more peripheral elements like cold-chain logistics. That all adds up to make a very dynamic pharma market.

Healthcare, on the other hand, is challenging. 2020 was extremely complex for everyone in the industry, from hospital systems that were overwhelmed by the pandemic to consumer health and IVF, which were forced to shut down for a period. The market has bounced back from the pandemic relatively well, but there's still a lingering fear of the unknown. That means we aren't seeing many big deals or acquisitions, which is a substantial shift from the consolidation-heavy approach we saw over the last 20 years, particularly in Europe and the UK. Instead, the focus now is on how to apply data and analytics to improve efficiency so that the industry is in a better position to deal with any future pandemics or other major disruptions. Questions around data privacy are complicating those efforts though, which only makes the healthcare market more difficult.

The only other significant trend we're seeing is some disruption from low-cost countries in the innovation in the medical device market, but otherwise, that industry is performing as it typically does. Again, connectivity and patient data privacy is a challenge in this space as well.

**Can you see any emerging trends with potential to impact the healthcare & pharma consulting market a little further down the line?**

One interesting new dynamic I've noticed is that the CEOs, CFOs, and board members of life sciences companies now tend to be alumni of big consulting firms rather than veterans who've worked their way up from the operations side of the organisation. That shift means that strategy is now baked into these companies' corporate structures and ways of thinking, and as a result there is a need for hands-on change leadership to put that strategy into action. There are a lot of thinkers out there, so the demand is shifting to the doers to enact change.

That said, the need for change now always has digital included in the discussion. This demand for digital- and data-related implementation work is leading businesses in every industry to see that implementation isn't enough if they want to realise the efficiency benefits promised by those digital tools. Everything from how a company's divisions are set up to how their back office is structured will need to be reorganised around the software they're implementing. Transforming yourself at that very strategic level is a tough thing to do, and so there will be lots of opportunities in that area for consulting firms.

That emerging need will also define the skill-set of tomorrow, which I think will be considerably different from that of today. Technical capability is going to be key, so we'll need hybrid individuals—people who can combine an understanding of technology with knowledge of the industry we're in, change management, and how to drive people. We're already seeing that shift ourselves. For example, quality transformation has become a key aspect in all of our projects, and so in-depth knowledge of data, systems, and processes is now essential for our teams. Hiring to meet those needs is an extremely complex job, but we're adapting by making our recruiting much more dynamic so that now we build bespoke job descriptions around unique individuals and their experience.

example, we would pull our team out. I think the clients we work with appreciate that about us—that we live our values.

Has the fallout from McKinsey's involvement in the opioid crisis caused your organisation to rethink how you work with pharma companies?

It's opened our eyes so that we make sure we ask, "Is this a good thing for the people healthcare and life sciences should be helping, or is it just about profit?" Aside from that, though, it hasn't changed how we work because having integrity has always been one of our cover values. If we were asked to create expansive growth opportunities for a highly addictive product, for



About this report

Methodology

Sources

Megamodel: our global data model

The quantitative market data in this report comes from our unique model of the global professional services market.

Rather than making high-level assumptions, this model has been built from the bottom up, sizing the market capability by capability—assessing how much work a firm earns delivering each professional capability within each sector and country. This results in a robust view of the size of the supply-side market, which can then be broken down to view the size of the market by country, sector, line of business, capabilities, and market segments.

This year's model has been expanded, with a new capability taxonomy and a much broader range of professional services firms included—all of which reflects convergence and other changes we see in the industry. For the purposes of this report we've focused on types of firm and market segments that broadly equate to traditional definitions of consulting. As a result of these changes to our methodology, there are changes to our market sizing data, which take into account that conventional consulting firms now compete in many non-consulting markets—in essence that their addressable market is larger. Historic data has been restated to match our new definitions, but the inclusion of new types of firm and additional services may also have an impact on growth rates.

Alongside this market segmentation, we also limit our market sizing and analysis to what we at Source call “big consulting”—work done by mid and large-sized firms (those with more than 50 people). Please note that we don't track the long, thin tail of work done by contractors and very small firms, as most readers of this report would

not seek or be able to compete in this part of the market.

All of the data in the model is calibrated through extensive interviews with, and surveys of, professional services firms and their clients, allowing us to discuss broader trends in the market alongside detailed dimensions such as headcount. These interviews and surveys are supplemented with desk research, which allows us to assess the impact of wider macroeconomic trends on professional services. This, combined with our detailed modelling, results in a long-term view of the market that is able to support both historic and forecast data.

All figures given in this report are in US dollars. For reference, Source is using the following exchange rates in its reports this year:

US dollar to British pound US\$1 = £0.78

US dollar to euro US\$1 = €0.87



Client perspective

We carry out a client survey to help us build a rich picture of how different trends in the healthcare & pharma sector are affecting clients' organisations and their use of consulting. One survey focuses on trends in the healthcare & pharma sector, providing detailed insights into the nuances of the market. For this, we surveyed 100 senior clients of consulting firms from across the healthcare & pharma sector, all of whom work in organisations with more than 500 employees. This survey focuses on the following areas:

- How they expect to use consultants during 2021 and the first half of 2022
- Factors that affect the way clients work with consulting firms
- The ways consulting firms market themselves to clients and the impact this has on client decision making.

Figure 37

Respondents by organisation size

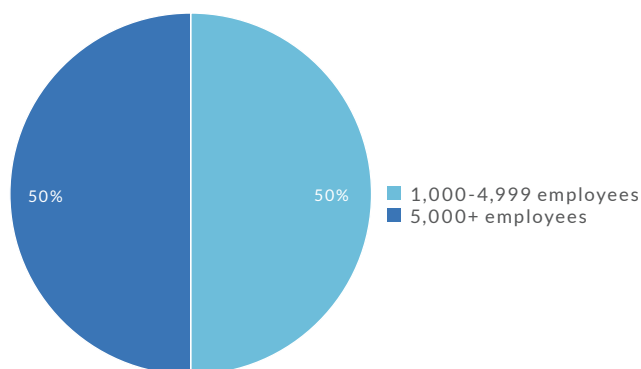
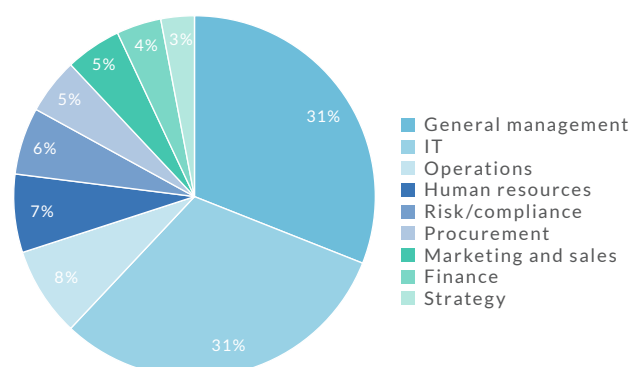


Figure 38

Respondents by function



Interviews with senior consultants

In addition to our quantitative research, we interviewed seven very senior consultants in the healthcare & pharma sector, representing most of the leading consulting firms in the geography and many smaller local specialists to understand more about how the consulting market is performing and the major trends, changes, and challenges consultants and their clients face. Throughout the year, Source analysts remain plugged in to the global consulting market through our bespoke research and consulting projects, adding further depth to our understanding of the consulting industry.

In-depth desk research

We also conducted a thorough PEST analysis in the healthcare & pharma sector that drills down into finer macroeconomic details on a holistic and sector-by-sector basis and allows us to fit our research into a wider macroeconomic picture.

Definitions of sectors and market segments

Our definition of management consulting includes a broad range of business advisory services, but excludes:

- tax advisory
- audit
- the implementation of IT systems
- the delivery of outsourced/offshored services
- HR compensation/benefits administration and technology

Where mergers and acquisitions work is concerned, consulting on deals is included (under strategy), but corporate finance fees on deals themselves are generally not included, although it is not always straightforward to separate the two.

For more information about how we classify consulting services and sectors, please see "Definitions of sectors and market segments".



Definitions of sectors and market segments

Sectors



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, and 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.

Not for profit

Includes non-commercial research organisations, religious, political and professional membership organisations, trusts, labour unions, and business associations.



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 publishing of newspapers, periodicals, and books.



Market segments

We've taken the lines of business and capabilities from our taxonomy that broadly align with traditional definitions of consulting and divided them into market segments that include the following. Please note that for some lines of business, for example, forensics, we've taken a subset of the relevant capabilities and excluded others.



Technology & innovation

Ideation, Innovation management, Innovation strategy, Strategies for growth from innovation, Cloud advice, ERP consulting, IT strategy, planning & review, IT training, Programme management, Vendor selection, Clean technology, Green IT, Corporate identity, Graphic & UI design, UX & service design, Customer journey & UX benchmarking, Data visualisation, business intelligence & semantic layer.



Strategy

Capital allocation strategy, Commercial due diligence & valuation, Financial due diligence, M&A transaction strategy, Operational due diligence, Portfolio & investment strategy, Public-private partnerships, Technology due diligence, Business & financial modelling, Category management, Channel management, Corporate recovery & turnaround, Corporate restructuring, Corporate strategy, Market analysis & strategy, Policy formulation, Pricing, Strategic sourcing/offshoring services, Real estate strategy, Environmental & social impact research, Macro/microeconomic research, Market research, Customer feedback, Customer segmentation, Employee feedback, Advanced analytics, Sustainable investment.



Cybersecurity consulting

Cybersecurity advice, Cybersecurity incident response, Penetration testing & wargaming, Technology & security risk services.



HR, change & people strategy

Benefits, compensation & pensions, excluding actuarial & investment advice, Change management, Diversity & inclusion, Employee engagement, Governance & board effectiveness, HR strategy & effectiveness, Leadership, Organisational design & culture, Organisational training & development, Outplacement, Pension fund evaluation & advice, Performance management, Stakeholder management, Talent management, Team effectiveness & collaboration, Resource-efficiency strategy, Purpose-led strategy & change, Resource-efficiency implementation, Social impact & trust.



Operations

Benchmarking, Business continuity & recovery, Cost cutting, Customer service, DevOps, Distribution strategy, Lean & Six Sigma, Operational review, Outsourcing advice, Post-M&A integration, Process design, re-engineering & automation, Procurement/purchasing, Property & estate management, Sales & distribution planning, Sales force effectiveness, Supply chain management, Target operating model, Sustainable supply chain, Corporate, occupier services & facilities management, Integrated real estate developer services, Real estate deal/transaction services.



Risk & financial management

Operational risk, Programme risk, Responding to regulation, Risk management, Budgeting/financial planning process, Debt advisory, Finance function, Financial advisory, Financial restructuring & insolvency, eDiscovery, Forensic accounting.



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
Raymond Berglund	Managing Director	Alvarez & Marsal
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Anna van Poucke	Global Head of Healthcare	KPMG
Nancy Schultz	Vice President, Healthcare Industry Lead	North Highland
Pamela Spence	Global Health Sciences and Wellness Industry Leader	EY
Richard Williams	Managing Director – Global Healthcare Practice Leader	Protiviti



About the authors

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Ashok is a writer and editor at Source in our Market Trends team. He is an experienced writer, editor, and analyst, providing insights into the latest trends and developments across the professional services market. He has been quoted by a variety of trade publications and has previous experience in Source's Client Perception Programme. Prior to joining Source, Ashok was an editor and consultant in the commodities market, as well as working in the UK automotive industry.

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Sophie joined in November 2020 and is an Analyst in our consulting practice area. She supports bespoke project work and report writing, analysing the results of our client surveys and interviews. Before joining Source, Sophie completed a History degree at the University of Edinburgh and spent over two years working at a boutique management consultancy as a research analyst.

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Programme schedule for 2021

Reports 2021		Market Trends Programme	Client Perception Studies	Emerging Trends Programme
Q1	January	Forecasts for 2021 US GCC UK Nordics Canada	UK US	
	February		Germany Financial Services	
	March		Healthcare & Pharma GCC France	Buying and Selling
Q2	April	France DACH Australia Southern Europe	Nordics Energy & Resources Technology, Media & Telecoms	
	May		China Japan	Digital, Transformed?
	June			
Q3	July	China Benelux South America South East Asia India Japan Eastern Europe & Russia Africa		
	August		Perceptions of Risk Firms Perceptions of Tax Firms	Consulting's New Talent Crisis
	September		Perceptions of Audit Firms	
Q4	October	The Global Tax Advisory Market The Global Risk & Cybersecurity Services Market Healthcare & Pharma Technology, Media & Telecoms Consumer Products & Retail Planning for Growth in 2022		
	November			Building a Trusted Brand
	December			

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