

Report
Q1

EXTRACT



MARKET

The Risk & Cybersecurity
Services Market in 2022-2023



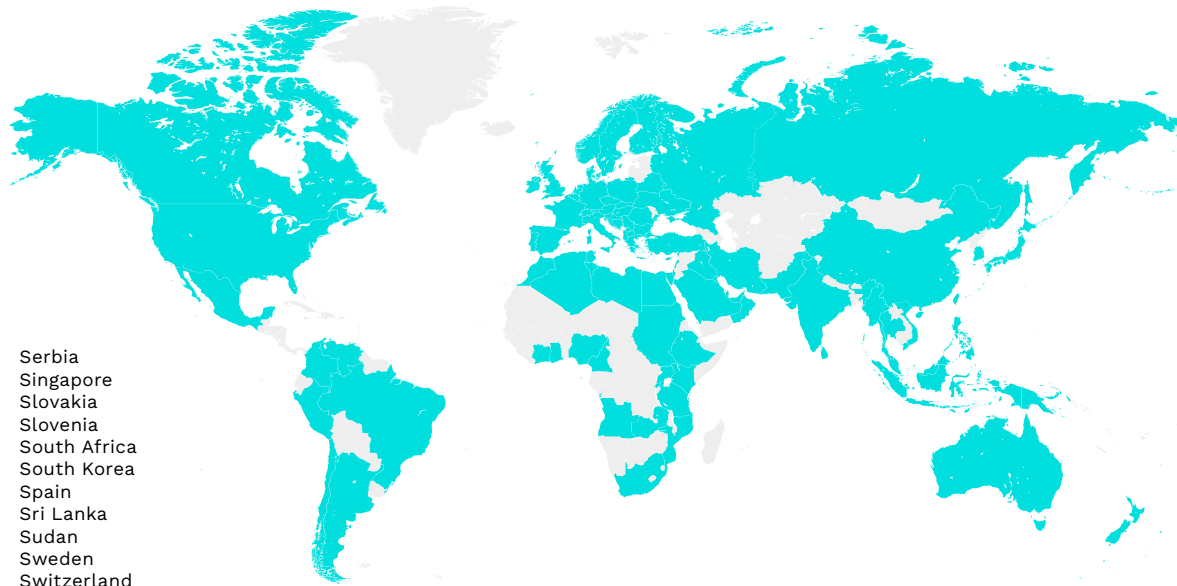
What's included in this report

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.

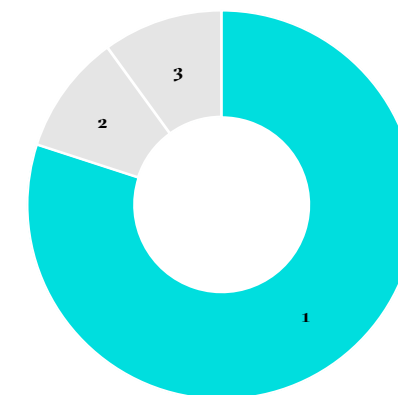
Geography model

● Regions covered

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

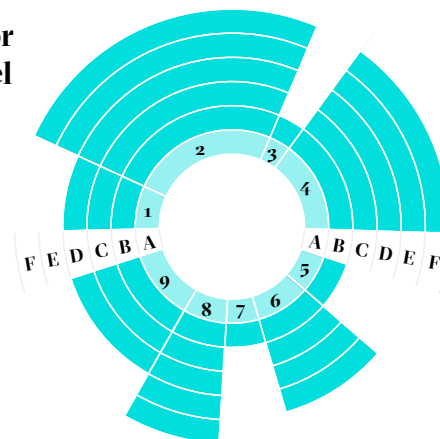


The revenue-earning model



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

Sector model

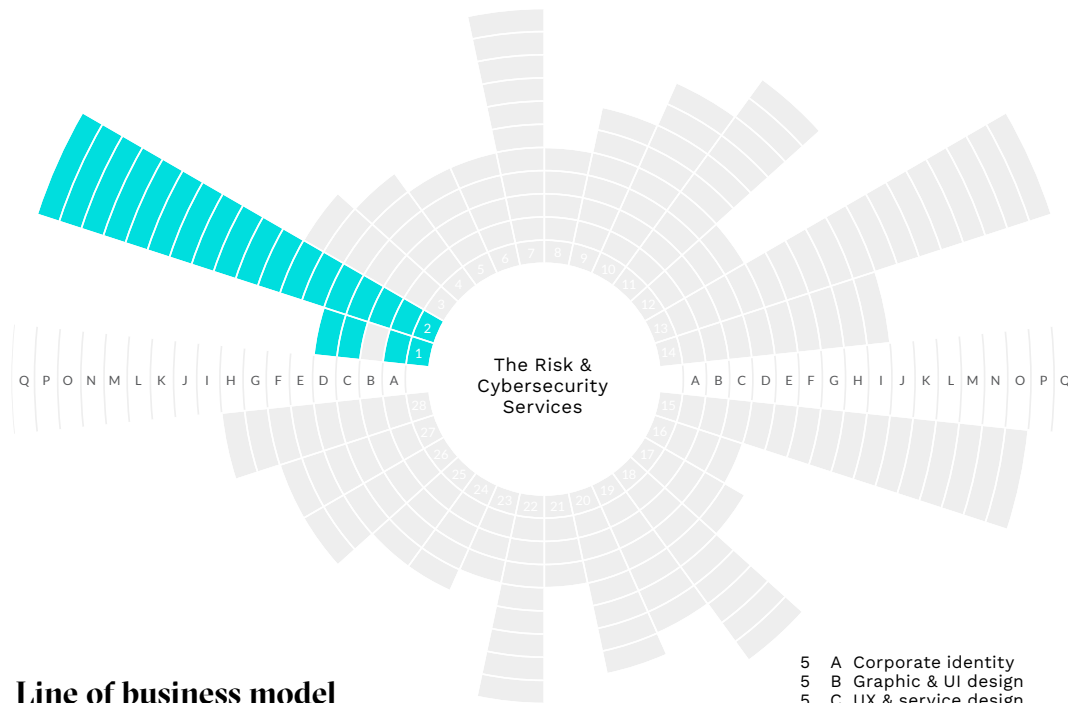


Sectors

- 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

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 implementation
- 1 C Cybersecurity incident response
- 1 D Penetration testing & wargaming
- 2 A Risk governance
- 2 B Actuarial
- 2 C Compliance risk
- 2 D Crisis & reputation management
- 2 E Environmental risk
- 2 F Financial assurance
- 2 G Internal audit
- 2 H Operational risk
- 2 I Physical security solutions
- 2 J Physical security strategy
- 2 K Programme risk
- 2 L Responding to regulation
- 2 M Risk management
- 2 N Third-party assurance
- 2 O Transactions-related risk
- 2 P Treasury risk
- 2 Q Technology & security risk services
- 3 A Anti-corruption services
- 3 B eDiscovery
- 3 C Forensic accounting
- 3 D Forensic technology solutions
- 3 E Fraud mitigation
- 3 F Investigation services
- 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 Graphic & UI design
- 5 C UX & service design
- 5 D Customer journey & UX benchmarking
- 6 A Ideation
- 6 B Innovation management
- 6 C Innovation strategy
- 6 D Strategies for growth from innovation
- 7 A AI advice & implementation
- 7 B Cloud advice
- 7 C Cloud implementation
- 7 D ERP consulting
- 7 E Geospatial advice & implementation
- 7 F IT strategy, planning & review
- 7 G IT training
- 7 H Programme management
- 7 I Robotics advice & implementation
- 7 J Vendor selection
- 8 A Advanced analytics
- 8 B Data visualisation, business intelligence & semantic layer
- 8 C Data warehousing & database management
- 8 D Machine learning
- 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 Clean technology
- 14 B Green IT
- 14 C Purpose-led strategy & change
- 14 D Resource-efficiency implementation
- 14 E Resource-efficiency strategy
- 14 F Social impact & trust
- 14 G Sustainable investment
- 14 H Sustainable supply chain
- 14 I Sustainable workforce
- 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
- 16 A Exterior building design
- 16 B Interior building design
- 16 C Landscape design
- 17 A Accounting operations assurance
- 17 B Accounting systems assurance
- 17 C Corporate reporting
- 17 D IFRS & regulatory reporting
- 18 A Contact centre outsourcing
- 18 B Document management outsourcing

- 18 C Finance accounting outsourcing
- 18 D Human resources outsourcing
- 18 E IT outsourcing
- 18 F Other outsourcing
- 18 G Payroll outsourcing
- 18 H Regulation & remediation outsourcing
- 18 I Supply chain management & distribution outsourcing
- 19 A Building & engineering analytics
- 19 B Engineering project management
- 19 C Infrastructure design
- 19 D International development
- 19 E Transport infrastructure, planning & engineering
- 19 F Urban design & planning
- 20 A Corporate & transaction law
- 20 B Criminal law
- 20 C Digital & technology law
- 20 D Domestic & family law
- 20 E Intellectual property law
- 20 F International trade, regulatory & government law
- 20 G Labour & employment law
- 21 A Dispute advisory services
- 21 B Expert witness
- 21 C Trial services
- 22 A Brand activation
- 22 B Brand strategy
- 22 C Creative production
- 22 D Customer relationship management
- 22 E Marketing & communication production
- 22 F Marketing & communication strategy
- 22 G Marketing mix optimisation
- 22 H Public relations & affairs
- 23 A Network installation
- 23 B Network optimisation
- 23 C Network strategy & architecture
- 24 A Physical product quality assurance & testing
- 24 B Physical product R&D
- 24 C Product & industrial design
- 24 D Technical feasibility assessment, prototyping & mock-ups
- 25 A Contract staffing supply
- 25 B Executive interim
- 25 C Executive search
- 25 D Talent sourcing
- 26 A Application development
- 26 B Digital product quality assurance & testing
- 26 C Digital product R&D
- 26 D IoT and connected devices
- 26 E Solution architecture
- 26 F Virtual, augmented, and mixed reality
- 27 A Functional & industry application integration
- 27 B Microsoft
- 27 C Oracle
- 27 D Salesforce
- 27 E SAP
- 27 F Workday
- 28 A Corporate tax
- 28 B Global employer/mobility services
- 28 C Indirect tax
- 28 D International tax
- 28 E Private wealth tax
- 28 F Tax dispute resolution & controversy
- 28 G Transaction tax
- 28 H Transfer pricing

Contents

What really matters

Three things for firms to act on

5
5

1

Market Overview

9

Key numbers explained

9

The global risk & cybersecurity services market
in numbers

10

The global risk and cybersecurity market by region

11

Breakdown by sector

12

Breakdown by country

13

The risk consulting market

14

The risk consulting market by region

15

Breakdown by service

16

Breakdown by sector

17

Breakdown by country

18

The cybersecurity services market

19

The cybersecurity services market by region

20

Breakdown by sector

21

Breakdown by country

22

2

Client perspective

23

Introduction

24

What does risk mean to clients?

25

Use of external support

35

Focusing on cybersecurity

44

3

About this report

49

Methodology—The MegaModel

50

Definitions of sectors and services

52

Meet the experts

54

About us

55

Publication schedule for 2023

56

4

What **really** **matters**

Three things for firms to act on



Risk is more strategic, but not necessarily for the risk function.

Throughout this report, we highlight differences between risk and non-risk professionals. We've seen how risk as a topic has become much more strategic in nature, and moved up the organisation to be discussed at C-suite level, but those in risk roles may be left behind. Clients are looking ahead, preparing themselves for whatever may happen next, and this involves a breadth of skills that goes far beyond those in the risk function.

This presents both an opportunity and a challenge for risk services firms. The opportunity is the new group of buyers of risk services and the chance to shape a new offering for them. The challenge is to ensure that the right services are being pitched to the right audiences—risk professionals may be asking for help in areas outside the risk domain—about how to change behaviours to reduce exposure to cybersecurity risks—but they won't necessarily be the ones buying it.

Market Overview

Key numbers explained



Client perspective

3

Introduction

- In our 2021 report, we noted that risk, as it had been for the previous few years, was very much about cybersecurity. Risk is, in the minds of most clients, about the problems they think their organisation is likely to encounter within a fairly short time frame—and high-profile cyberattacks mean that clients feel very exposed to this issue.
- But we also noted that the pandemic changed how risk was viewed, with C-suites beginning to recognise that effective risk management meant not just planning for a small number of risks, but having the capability to make rapid, major changes when threatened by the unexpected.
- This change in how risk is viewed has only been amplified over the last year, with threats to organisations' stability coming thick and fast, whether related to the current macroeconomic issues, the situation in Ukraine, or the ongoing challenges of the pandemic. This amplification is indeed realised in our 2022 data, with more than twice the proportion now planning for existential threats and potential black swan events.
- Wider research shows that clients are having to make faster decisions to keep on top of these threats, with a permanent legacy of the pandemic being the ability to come up with radical solutions and to implement them quickly. But this approach does not always lead to safer decisions and the impacts in terms of risk can be huge.
- What does this mean for the risk market? Principally, a further expansion of the client base, with many more functions needing to get to grips with the potential implications of their business decisions. But these different clients will have very different requirements from their risk partners and lines are beginning to be drawn internally over who is responsible for which aspect of risk.
- All this is informed by our survey of 100 senior US executives who use or work with risk services firms. We've focused on the US not just because it is a substantial market, but also because it has consistently taken the lead on changes in the market. The data isn't directly comparable with that in our 2021 report (when we looked at the UK market as well), but we have commented on year-on-year changes where possible and relevant.

About this report



Methodology—The MegaModel

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 service.

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.

The data in all charts has been rounded to the nearest whole number. This may result in some totals that do not equal 100%.

US dollar to British pound US\$1 = £0.73

US dollar to euro US\$1 = €0.84

Client perspective

We carry out a client survey to help us build a rich picture of how different trends in the risk & cybersecurity sector are affecting clients' organisations and their use of consulting. Our survey focuses on trends in the risk & cybersecurity sector, providing detailed insights into the nuances of the market. For this, we surveyed 104 senior clients of consulting firms from across the risk & cybersecurity 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 2022 and the first half of 2023
- 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.

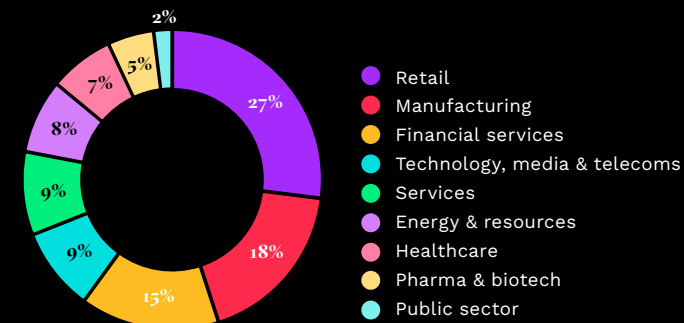
Insights from consultants

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.

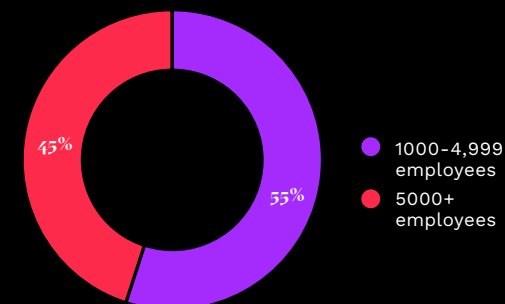
In-depth desk research

We also conducted a thorough PEST analysis in the risk & cybersecurity 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.

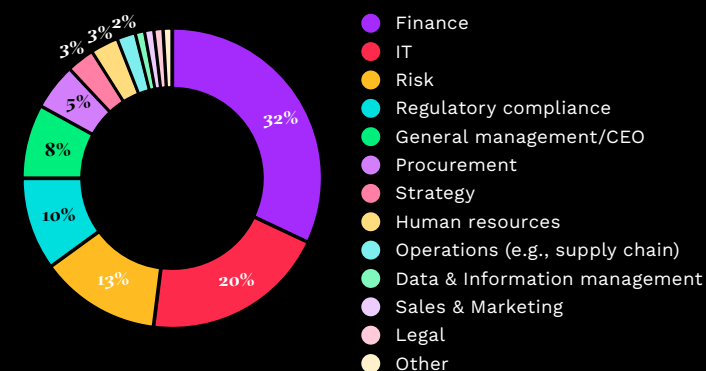
Respondents by sector



Respondents by organisation size



Respondents by function



Meet the experts

Catherine Anderson

Catherine is a Principal Consultant at Source in our consulting practice area. Focused on bespoke project work, she turns qualitative and quantitative data into meaningful, strategic insights for professional services firms. Recent projects include identifying opportunities in new markets and analysing client sentiment and how to harness it effectively. She also oversees the Emerging Trends programme, and is often found presenting reports and research on a wide variety of topics. Prior to joining Source, Catherine managed large transformation programmes in the financial services sector.

Catherine Anderson

✉ catherine.anderson@sourceglobalresearch.com



Fiona Czerniawska

Fiona is the founder and CEO of Source. She's one of the world's foremost commentators on the global professional services and consulting industry.

Before starting Source, she had almost 20 years' experience as a management consultant, primarily working in the areas of marketing and strategy, initially with PwC, before moving on to be head of strategy and business planning for EY in the UK.

She's the author of a dozen books including *Business Consulting: A Guide to How it Works and How to Make it Work* and *Buying Professional Services*, both of which were published by The Economist.

Fiona Czerniawska

✉ fionacz@sourceglobalresearch.com



About us

We help professional services firms understand what really matters when facing decisions of vital importance.

The best decisions are based on evidence, objectivity, and a willingness to change. That's why, at Source, we tell you what you need to hear, rather than what you want to hear.

We draw upon our deep roots within the professional services sector to provide firms with a clear picture of their clients' worlds. Through comprehensive research and meticulous analysis, we pinpoint what truly matters and deliver actionable insights that help firms map out the right way forward.

We believe in thriving individually and succeeding together. And we would love to help your firm crack its latest conundrum.

Source Information Services Ltd
20 Little Britain | London | EC1A 7DH
UK +44 (0) 20 3743 3934
US +1 800 767 8058
info@sourceglobalresearch.com
www.sourceglobalresearch.com

© Source Information Services Ltd 2023

Source Information Services Ltd and its agents have used their best efforts in collecting the information published in this report. Source Information Services Ltd does not assume, and hereby disclaims, any liability for any loss or damage caused by errors or omissions in this report, whether such errors or omissions result from negligence, accident, or other causes.