

MARKET

The Healthcare & Pharma
Consulting 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 Germany Algeria Angola Ghana Macadonia Greece Norway Argentina Hong Kong Oman Australia Hungary Pakistan Austria India Papua New Guinea Indonesia Bahrain Belarus Iran Peru Philippines Belgium Iraq Bosnia Ireland Poland Brazil Israel Portugal Qatar Romania Switzerland Cameroon Japan Canada Kenya Chile Kuwait Rwanda Tanzania China Lebanon Saudi Arabia Thailand Colombia Libya Serbia Tunisia Côte d'Ivoire Luxembourg Singapore Turkey UAF Croatia Malaysia Slovakia Uganda Ukraine Mexico Czech Republic Morocco South Africa Denmark Mozambique South Korea United Kingdom Myanmar Spain United States

Line of business model

Services

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

Line of business

- Cybersecurity Risk
- Forensic Financial management Design & UX
- Innovation Technology
- Data & analytics Research 10 Deals
- Strategy 12 Real estate Operations 14 Süstainability
- 15 HR & change 16 Architecture
- 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

Cybersecurity incident response Penetration testing & wargaming

45 6 7 8 D D

- Technology & security risk services Operational risk
- Programme risk Responding to regulation Risk management

Cybersecurity advice

- A eDiscovery B Forensic accounting
- Budgeting/financial planning process Debt advisory Finance function 4 E Financial restructuring & insolvency
- 5 A Corporate identity Customer journey & UX benchmarking
- C Graphic & UI design D UX & service design Ideation
- 6 B Innovation management Innovation strategy Strategies for growth from innovation A Cloud advice
- B FRP consulting IT strategy, planning & review D IT training Programme managemen
- Vendor selection A Advanced analytics 8 B Data visualisation, business intelligence & semantic layer
- A Customer feedback B Customer segmentation C Employee feedback
 D Environmental & social impact research Macro/microeconomic research
- Market research 10 A Capital allocation strategy 10 B Commercial due diligence & valuation
- 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 Channel management
- 11 D Corporate recovery & turnaround 11 E Corporate restructuring

- 11 F Corporate strategy Market analysis & strategy
- Policy formulation Pricing
- Strategic sourcing/offshoring services
- 12 A Corporate, occupier services & facilities management Integrated real estate developer services Real estate deal/transaction services
- Real estate strategy

- 13 A 13 B 13 C Benchmarking Business continuity & recovery
- Cost cutting
- 13 D Customer service DevOps Distribution strategy
- Lean & Six Sigma Operational review
- Post-M&A integration
- Process design, re-engineering & automation
- Procurement/purchasing Property & estate management
- Sales & distribution planning Sales force effectiveness
- 13 P Supply chain management
- Target operating model Purpose-led strategy & change
- Resource-efficiency implementation Resource-efficiency strategy
- Social impact & trust Sustainable workforce
- Sustainable supply chain Clean technology
- 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
- Team effectiveness & collaboration





- Energy & resources Financial services
- Healthcare
- Pharma & hintech Public sector

Finland

France

- Services
- Technology, media & telecoms

New Zealand

Nigeria

Sudan

Sub-sectors

- Energy 1 B Primary resources 1 C Utilities
- 2 A Banking B Capital markets Insurance D Investment and wealth management
- E Private equity 3 A Healthcare
- 4 A Aerospace Automotive
- Construction Consumer electronics Consumer packaged goods
- Industrial products 5 A Pharma
- A Defence Education Not-for-profit



Vietnam



Media

		and the second s
7	Α	Retail
8	Α	Business services
8	В	
8	С	Logistics
8	D	Real estate
8	Ε	Transportation
9	Α	High-tech



The revenue-earning

model





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What really matters

Three things we think you should take note of







Market Overview







The healthcare & pharma consulting market in numbers





*All figures given in this report are in US dollars

Explore the data >>





Client perspective



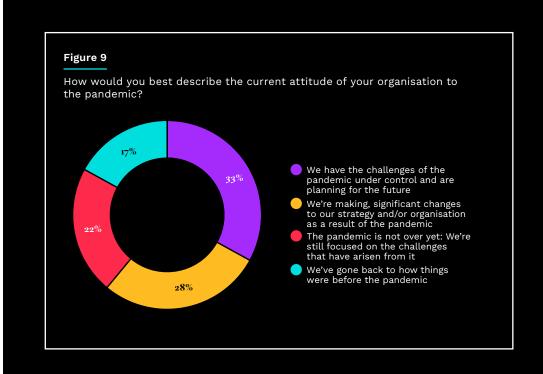




The state of play

Lingering challenges posed by the pandemic and wider macroeconomic issues create difficult headwinds

- As a sector at the forefront of the battle against COVID, clients in healthcare & pharma continue to feel the pressures imposed by the pandemic. Additionally, these organisations must contend with other related issues, such as addressing backlogs for treatments and surgeries, hiring and retaining staff and expanding capacity.
- Against this backdrop, more than a fifth (22%) of clients are still in crisis mode: In the midst of the challenges caused by the pandemic.
- On the other end of the spectrum, 17% of clients state that they are back to normality: The issues posed by COVID are behind them.
- However, the majority of clients are between these extremes: 61% say they are making adjustments to their strategies and operations as a result of the pandemic but have the immediate challenges under control.







The implications for consulting firms



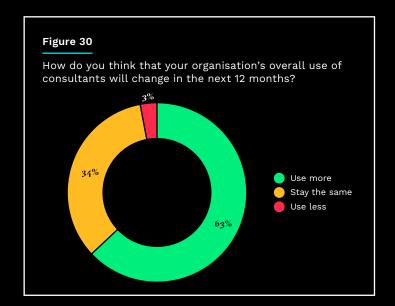


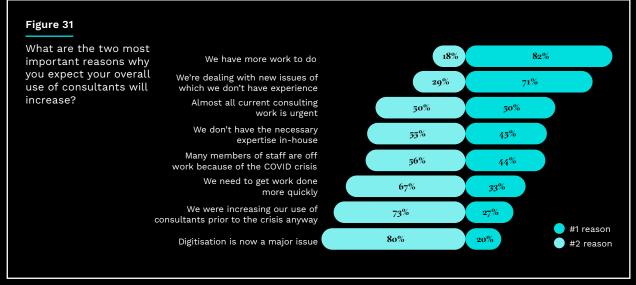
What this means for consultants

Leverage the current appetite for consulting services by showing clients that your firm can help augment capacity, get work done quickly and navigate new challenges

- Over the course of the next 12 months, the majority of healthcare & pharma organisations plan to use more consulting support.
- Sixty-three percent of respondents stated their intentions to use consultants more over the course of the next year. A further 34% of clients stated that their use of consulting firms will remain the same. Just 3% of respondents to our survey stated that they intend to use consultants less during this period.
- Despite the increase in business-as-usual running costs and strained funding streams, this strong appetite for consulting services shows the importance of the role clients see consultants play in navigating their current challenges.
- The most pressing issue for which healthcare & pharma companies will seek consultancy support is increased workload.

- These issues will be compounded by staff retention difficulties, meaning organisations are keen to bring in external consulting firms to stem the tide of increased demand.
- This is also indicative of the unfamiliar territory in which healthcare & pharma companies currently find themselves, with new ways of working and care delivery models further complicated by sweeping new regulations and pricing pressures.
- As a result, clients will engage consultants to help them navigate this
 increasingly complex regulatory environment, and to provide experience and
 expertise as they seek to de-risk their operations.









Insights from consultants







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%.





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 104 senior clients of consulting firms from across the healthcare & pharma sector, all of whom work in organisations with more than 1,000 employees. This survey focuses on the following areas:

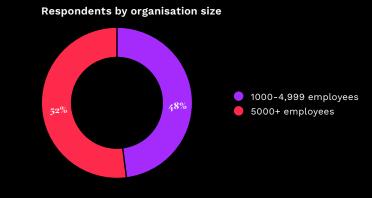
- How they expect to use consultants during 2022 and the first half of 2023
- Factors that affect the way clients work with consulting firms
- The ways consulting firms market themselves to clients and the impact this has on client decision making

Interviews with senior consultants

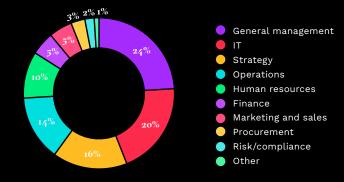
In addition to our quantitative research, we interviewed very senior consultants, representing most of the leading consulting firms in the geography and many smaller local specialists to understand more about how the consulting market is performing and the major trends, changes, and challenges consultants 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 services

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 computerrelated 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.





Services

We've taken the lines of business and capabilities from our taxonomy that broadly align with traditional definitions of consulting and divided them into services 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.

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.

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.

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.



Meet the experts

Maeve Lane

Maeve joined Source in September 2021 as a Researcher, and has since moved on to become a Research Analyst. In addition to authoring some of our Market Trends reports, Maeve carries out research and analysis for our bespoke client projects, spanning topics as diverse as developing more effective thought leadership, to re-thinking talent and organisation strategies, to finding entry points to the crypto consulting market. Prior to joining Source, Maeve was a Research Assistant in the Department of Near and Middle Eastern Studies at Trinity College Dublin, where she supported research into the history of left-wing political movements in the Arab world.

Maeve Lane



James Beeby

James is our Research Manager at Source and works across the business to provide clients with research and analysis into firms, countries, sectors, and markets to understand the key trends impacting the professional services industry. James also plays a leading role in our internal research programme, tracking macroeconomic, political, and social changes to understand the risks and opportunities for client firms across a range of sectors and markets. He also evaluates research processes to unearth new and insightful ways of delivering original and impactful research and analysis. Prior to joining Source in 2019, James worked in the Singapore Ministry of Foreign Affairs in London as a political researcher.

James Beeby

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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.

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Publication schedule for 2023

Reports 2023		Market Trends Reports	Market Trends Presentations	Client Perception Studies	Emerging Trends Programme
	January	. Forecasts for 2023	India	UK US Germany GCC France	Offshoring Consulting Services
Q1	February	UK GCC France			
	March				
	April	Nordics US DACH Sustainability Australia East Asia South East Asia		Australia China	
Q2	May			Japan Energy & Resources Technology, Media & Telecoms	Crisis Fatigue: How Much More Can Clients Take?
	June				
	July	Africa	South America Healthcare & Pharma	Risk Tax Audit Technology	Staff Augmentation: Focusing on the Opportunity The Rise of the Technology Challenger
Q3	August	Energy & Resources Financial Services Technology, Media & Telecoms			
	September				
	October	· Tax			
Q4	November	Risk Planning for Growth			Outcomes-Based Consulting
	December	in 2024			

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.

Please note that with the purchase of all Market Trends reports in 2023, you will also gain access to a monthly video summary on the global market.

