

MARKET

The Energy & Resources
Consulting Market in 2024

AIIS 2024

Report

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

Countries covered

Albania Chile China Algeria Angola Colombia Argentina Côte d'Ivoire Australia Croatia Austria Cyprus Bahrain Czech Republic Iraq Belarus Denmark Belgium Egypt Bosnia Ethiopia Brazil Finland Bulgaria France Cameroon Germany

Ghana

Greece Hong Kong Hungary India Indonesia Iran Ireland Israel Italy Japan Kenya Kuwait Lebanon

Libya Luxembourg Malaysia Mexico Morocco Mozambique Myanmar Netherlands New Zealand Nigeria North Macedonia Norway Oman

Pakistan Papua New Guinea Peru **Philippines** Poland Portugal Oatar Romania Russia Rwanda Saudi Arabia Serbia Singapore

Slovakia Slovenia South Africa South Korea Spain Sri Lanka Sudan Sweden Switzerland Taiwan Tanzania Thailand Tunisia Turkey

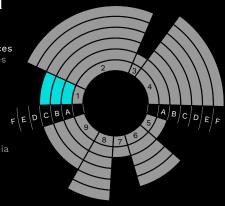
UAE Uganda Ukraine United Kingdom United States Venezuela Vietnam Zambia

Sector model

Sectors

Canada

- 1 Energy & resources
- 2 Financial services
- 3 Healthcare
- 4 Manufacturing
- 5 Pharma & life
- 6 Public sector
- 7 Retail
- 8 Services
- & telecoms



Sub-sectors

- 1 A Energy
- B Primary resources
- 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

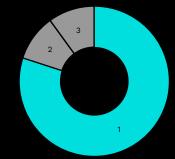
- 4 A Aerospace
- 4 B Automotive
- 4 C Construction
- 4 D Consumer electronics
- 4 E Consumer packaged goods
- 4 F Industrial products

- 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

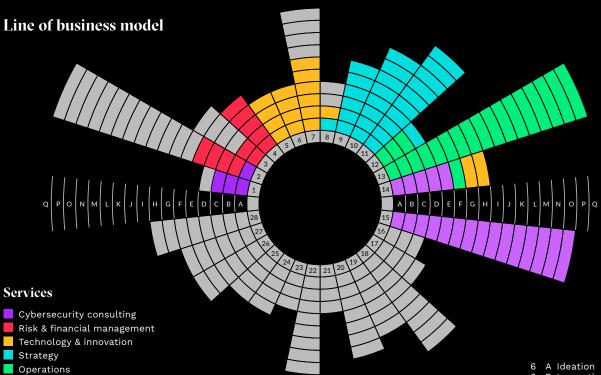
- 8 B Leisure
- 8 C Logistics
- 8 D Real estate
- 8 E Transportation
- 9 A High-tech
- 9 B Media
- 9 C Telecoms

The revenue-earning model



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





Line of business

HR, change & people strategy

- 1 Cybersecurity
- 2 Risk
- 3 Forensic
- Financial management
- Design & UX
- Innovation
- Technology
- 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

- A Cybersecurity advice
- B Cybersecurity incident response
- C Penetration testing & wargaming
- 2 A Technology & security risk services
- B Operational risk
- C Programme risk
- D Responding to regulation
 - 2 E Risk management
 - A eDiscovery
 - B Forensic accounting
 - A Budgeting/financial planning process
 - B Debt advisory
 - C Finance function
 - D Financial advisory
 - E Financial restructuring & insolvency
 - A Corporate identity
 - B Customer journey & UX benchmarking
 - C Graphic & UI design
 - D UX & service design

- 6 B Innovation management
- 6 C Innovation strategy
- 6 D Strategies for growth from innovation
- 7 A Cloud advice
- B ERP consulting
- C IT strategy, planning & review
- D IT training
- E Programme management
- F Vendor selection
- A Advanced analytics
- B Data visualisation, business intelligence & semantic layer
- 9 A Customer feedback
- B Customer segmentation
- C Employee feedback
- D Environmental & social impact research
- E Macro/microeconomic research
- 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 | 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 investment
- 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 | 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

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Underpinned by our MegaModel, our reports deliver an independent and objective understanding of the markets that matter most; including everything from key trends and growth opportunities to the latest views of consulting leaders and a detailed analysis of the buyer's voice.

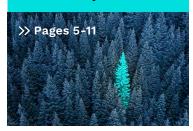


What really matters

We identify the things that really matter to firms—a snapshot of the most important dynamics in the market.

The big answers

We ask Source's experts what they think are the big opportunities and risks in today's market.



2

Market overview

Bringing together our market data, forecasts, and analysis, we provide a comprehensive picture of the state of play from a geographical, sector, and line-of-business perspective.



3

Client priorities

Using data from our survey of senior buyers of consulting, we explore the most important priorities, opportunities, and challenges for clients.





Implications for firms

We take a look at the factors influencing clients' buying behaviours, and what this means for the services firms provide.





Insights from consultants

In this series of interviews, senior leaders from professional services firms offer their perspectives on what really matters in the market today.



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"There's been a shift this year away from clients developing their technology strategies towards seeking out implementation support."

Joel Bradbury, Source

What really matters

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Four things for a firm to act on

1

The market is set for double-digit growth in 2024 and 2025 as tech and cybersecurity demand continues to soar.



6.7%

The energy & resources consulting market grew by 6.7% in 2023

Our data indicates that the energy & resources consulting market grew by 6.7% in 2023 to almost \$21.5bn. Although this growth is relatively strong, it is much lower than the 14.3% reached in 2022. Difficult market conditions left energy & resources clients with tighter budgets, and this resulted in the comparatively muted consulting spend.

However, having come through this, clients are looking to make up for lost time. They look set to continue with their ambitious plans for digital and sustainable transformation, and we anticipate market growth of around 10% in 2024 and 2025.

The key driver of this growth is technology work. Technology & innovation remains the most in-demand service line through to 2025 as clients continue to implement technology transformations. On top of this, they are exploring emerging technologies and scoping out business cases for exciting new digital innovations. Continued cybersecurity threats are also pushing clients to invest in support in this area; cybersecurity is forecast to be the fastest growing service in 2024.





"There was strong activity in the energy & resources sector. The energy transition is causing significant shifts in market structures and market reform."

James Cooper, Baringa

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The market in North America continues to grow, and Europe begin to spend freely again as the region recofrom disruption	overs
Technology services are driving growth, but other ser recover alongside the macroeconomic climate	





"With COVID and the rapid development of technology supporting remote working, there was a need to be more digital. Things like ESG and AI are also driving a need to know what your data is and where it is across the organisation."

Tyler Chase, Protiviti

Client priorities

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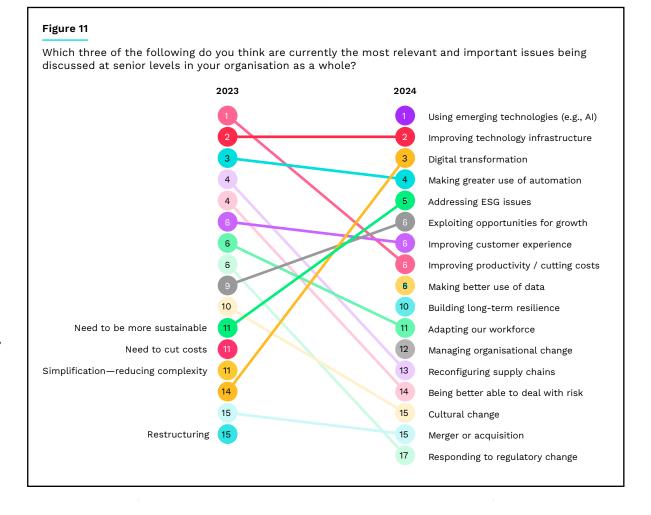
Cost cutting is set to take a backseat to other priorities

With rising confidence comes new priorities. Clients told us that their leadership teams are continuing to discuss improvements to technology infrastructure, but they're now also looking at other areas of their technology spend, with a renewed focus on the use of emerging technologies and the automation of key processes.

This is markedly different from last year, when the higher number of cautious clients led to a focus on cost-cutting, risk management, and the reconfiguration of key supply chains amid geopolitical turmoil.

This shift in priorities from immediate cost-saving to longer-term tech spending reflects the healthier economic environment, which is enabling clients to feel more confident about planning for the future—particularly at the top of organisations. Though ESG is only the fifth most selected overall priority for clients, this is higher than last year, and, among CEOs and those reporting into them, it jumps to the third and second most important priority, respectively.

Firms must understand this strong tech focus and should also ensure that they talk to clients about their longer-term offerings, too. Macroeconomic difficulty in 2022 had clients prioritising their focus on profitability more than sustainability, so this renewed focus from clients on ESG is indicative of a market that is beginning to look to its long-term strategy.

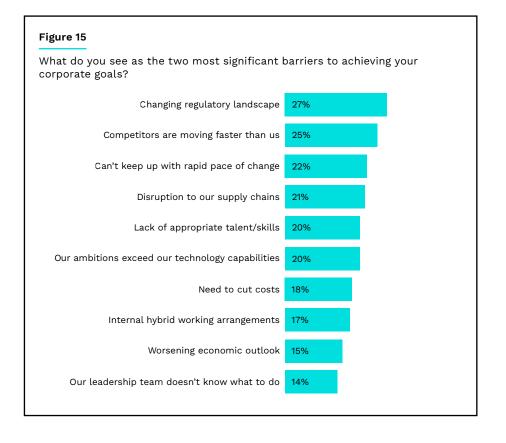


Clients are worried about a fast-changing, heavily regulated industry, so firms must demonstrate their change and compliance expertise

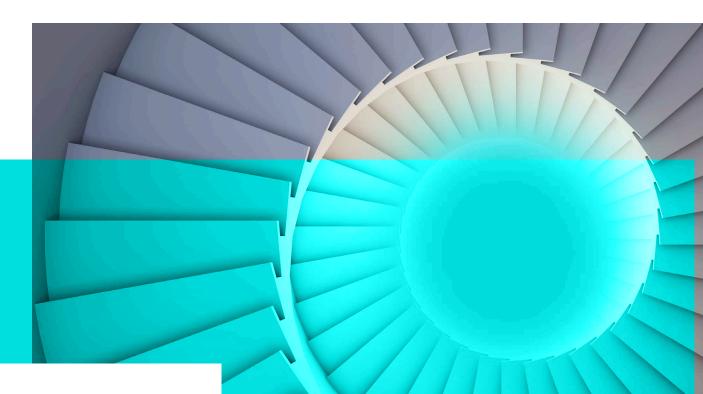
Clients in different subs-sectors identified very different barriers. Energy clients are most worried about the changing regulatory landscape and fastmoving competitors.

This means firms need to brush up on their knowledge of energy regulations across different geographies: Regulatory requirements differ by regional jurisdiction, and multinational companies will be dealing with different requirements on multiple fronts. Regulation was a particular concern for energy clients, with primary resources and utilities clients instead worrying about far-reaching and fast-moving competition. The green transition is allowing the entry of new green energy players into the market. Competition is also affecting primary resources clients as more organisations seek to benefit from surging demand.

The importance placed on the pace of change, both in terms of regulation and the competitive landscape, gives firms an idea of the kind of value clients are looking for from firms: speed. This is an important aspect to emphasise in pitches—how can you make processes faster than clients could achieve themselves?







"There's been an increase in interest from talent who are passionate about a sustainable future. Many see getting involved in the energy and utility industry as a way to make an impact."

Dan Belmont, West Monroe Partners

Implications for firms

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Though most clients are looking for bold new ideas, plenty are
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Confident clients think they will pay more for key strategy
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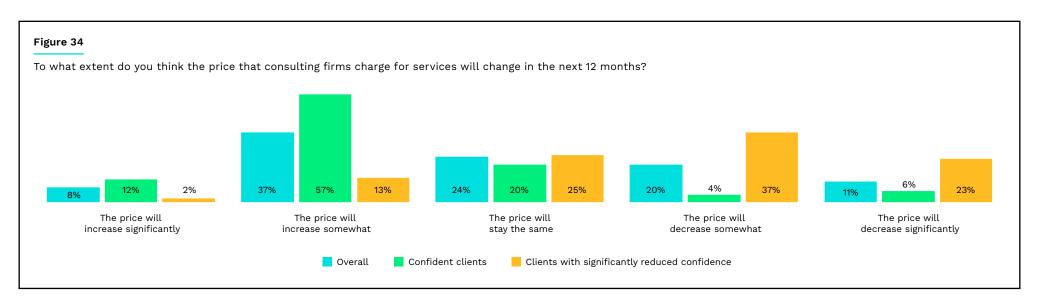
Confident clients think they will pay more for key strategy projects, but those in crisis expect competition between firms to drive prices down

Forty-five percent of clients believe that prices are likely to increase over the course of the next 12 months, and the number of clients who believe that prices are going to fall has dropped 15 percentage points since last year's survey. This bucks a trend that we have seen in our geography reports, and likely reflects the continually high demand witnessed in the energy & resources sector (compared to contractions elsewhere) and the gradual return to macroeconomic security that we have seen over the course of 2023.

However—rather unsurprisingly— pushback against price rises greatly depends on the financial state of the client. Sixty-nine percent of confident clients expect prices to rise, but 60% of those whose confidence has been significantly reduced expect prices to fall.

Clients who are expecting to pay more understand the extra costs associated with work that will be strategically more important. They also expect increasing levels of senior involvement. Conversely, clients who expect prices to fall put this down to some work being offshored and intense competition between firms pushing fees down. As this group is more likely to have reduced confidence, these reasons could be related to a predisposition for buying staff augmentation and managed services, which are perceived to be more commoditised.

This once again highlights the divided nature of the market. Firms must be aware of these differing expectations when pitching for work, and, if they want to resist price pressure, they must be very specific about the senior expertise and innovation that they are bringing to each project.







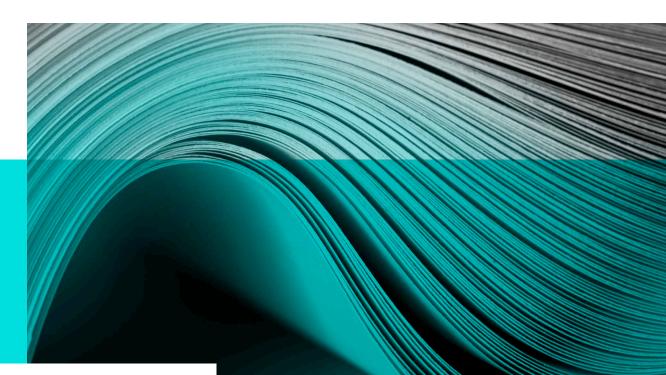
"Consulting has evolved into a highly specialised field, particularly at senior levels. Acquiring talent from industry that can seamlessly transition into consulting is exceedingly tough."

Anish De, KPMG

Insights from consultants

Dan Belmont, Managing Partner - Energy & Utility Industry,	
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David Harrison, Senior Director, Cognizant	





"2024 is becoming more difficult as a result of uncertainty in the marketplace around impending elections, continuing high interest rates, ongoing issues with Russia, and political instability in the Middle East."

David Harrison, Cognizant

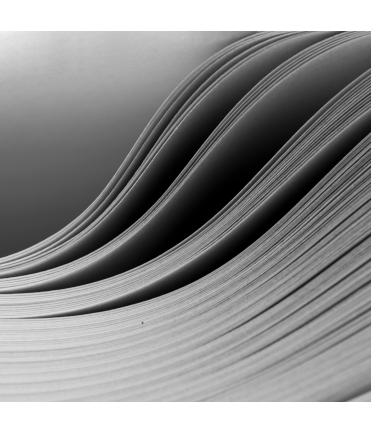
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Our approach to gathering data

The market for professional services is vast and highly dynamic, with deep roots spread out across the business world. The Source MegaModel helps you get to grips with the facts.

The MegaModel is the largest and most comprehensive database of its kind, anywhere in the world. It's used by the world's leading firms to identify where growth is coming from, which markets to invest in, and which sectors are driving demand.



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.

US dollar to British pound US\$1 = £0.80

US dollar to euro US\$1 = €0.92

The data in this report is rounded to the nearest whole number or stated decimal place. As a result, totals may display small discrepancies.

Client perspective

We carry out a client survey to help us build a rich picture of how different trends in the energy & resources sector are affecting clients' organisations and their use of consulting. Our survey focuses on trends in the energy & resources sector, providing detailed insights into the nuances of the market. For this, we surveyed 150 senior clients of consulting firms from across the energy & resources 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 2024 and the first half of 2025
- 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.

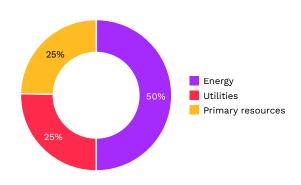
Insights from consultants

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 energy & resources sector that drills down into finer macroeconomic details on a holistic and sector-bysector basis and allows us to fit our research into a wider macroeconomic picture.

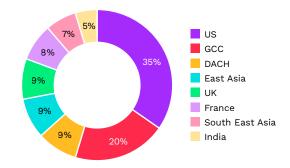
Respondents by sub-sector



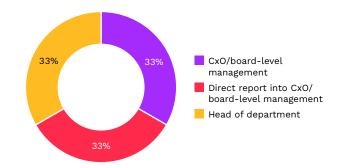
Respondents by function



Respondents by region



Respondents by seniority



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 & life sciences

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 laver.

Contributors

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

Name	Job title	Organisation
Dan Belmont	Managing Partner - Energy & Utility Industry	West Monroe Partners
Tyler Chase	Managing Director	Protiviti
James Cooper	Partner	Baringa
Anish De	Global Sector Head – Energy & Natural Resources	KPMG
David Harrison	Senior Director	Cognizant

Meet the expert

Joel Bradbury

Joel is a writer specialising in the analysis of emerging trends within the professional services market. He conducts in-depth research on consulting use globally and in specific geographies and sectors, on topics ranging from crisis response to trends within the nascent sustainability consulting market. His expertise lies in the identification of new ideas and forces shaping the industry, and how they are influencing behaviours within the consulting market.

Joel Bradbury

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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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