

Market Trends

EXTRACT



# MARKET

The India Consulting Market in 2024

**Briefing**

2024

# 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

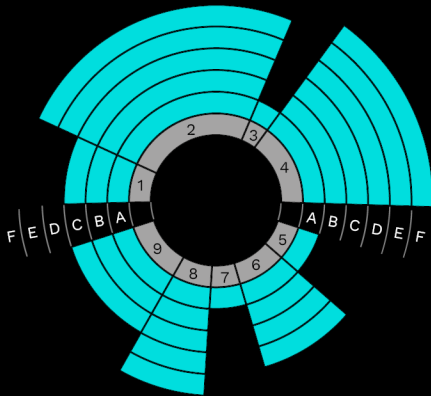
Albania	Cameroon	Finland	Israel	Myanmar	Poland	South Korea
Algeria	Canada	France	Italy	Netherlands	Portugal	Spain
Angola	Chile	Germany	Japan	New Zealand	Qatar	Sri Lanka
Argentina	China	Ghana	Kenya	Nigeria	Romania	Sudan
Australia	Colombia	Greece	Kuwait	North Macedonia	Russia	Sweden
Austria	Côte d’Ivoire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



## Sector model

### Sectors

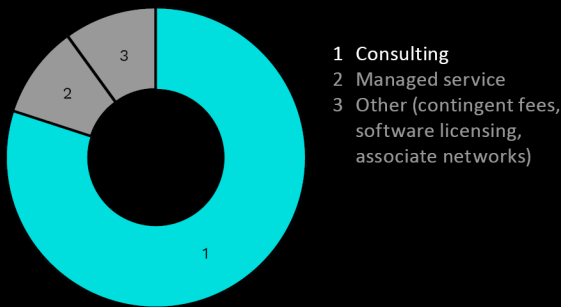
- 1 Energy & resources
- 2 Financial services
- 3 Healthcare
- 4 Manufacturing
- 5 Pharma & biotech
- 6 Public sector
- 7 Retail
- 8 Services
- 9 Technology, media & telecoms



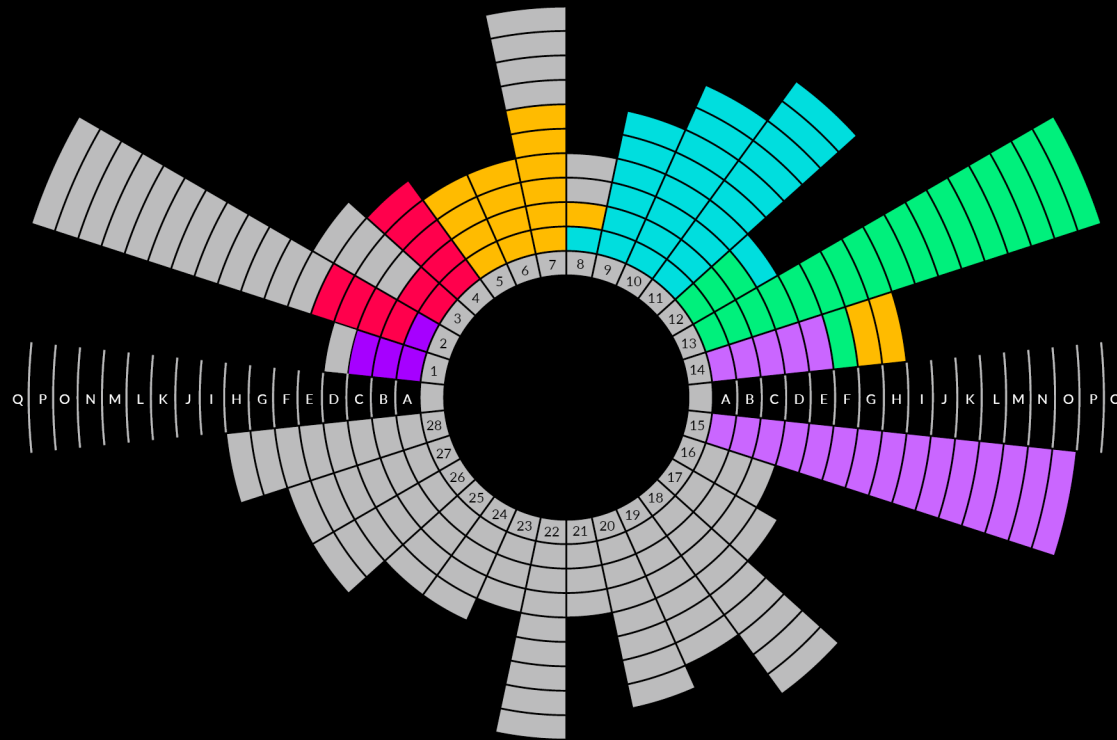
### Sub-sectors

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

## The revenue-earning model



## Line of business model



### Services

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

### Line of business

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

## Capabilities

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

# Contents

## 01

### What really matters

- India's growing influence in the APAC region has cemented the market's global importance
- Technology investment remains the undisputed driver of market growth
- The nature of India's talent market sets a high standard for consultant expertise

## 02

### The market in numbers

- Overall market sizing
- Services market sizing
- Sector market sizing

## 03

### The client perspective

- Market outlook
- Plans for investment
- Use of consultants

## 04

### Implications for firms

- Areas of opportunity
- The competitive landscape

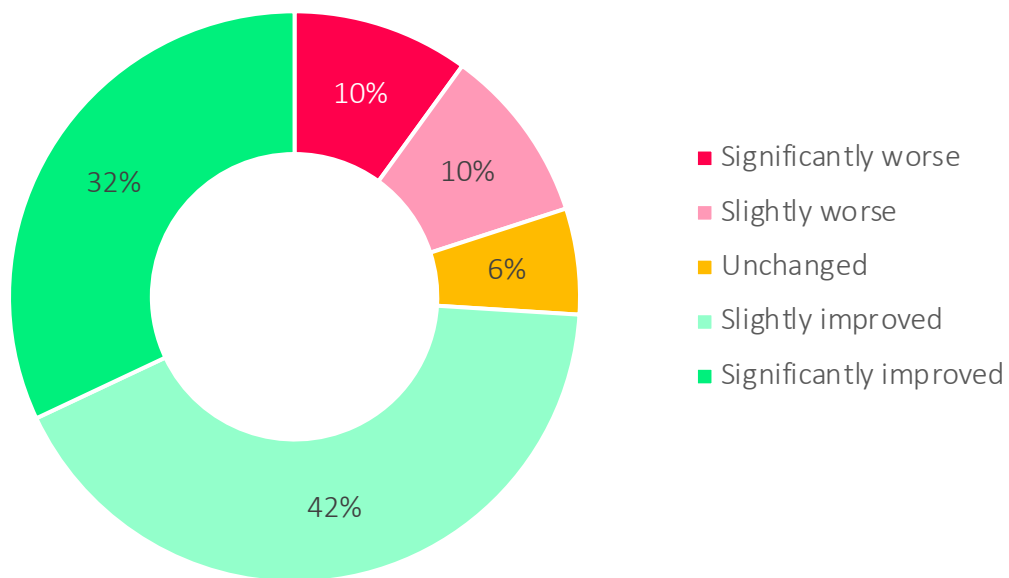
## 05

### About this report

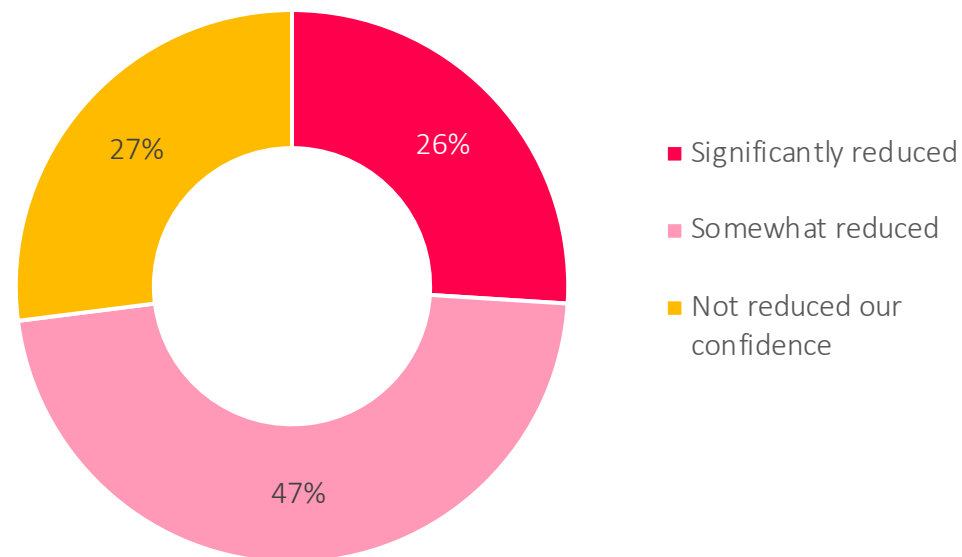
- Methodology
- Definitions
- About the author

# Client confidence remains low, despite improving economic conditions

How has the overall economy in which your organisation operates changed compared to this time last year?



To what extent have macroeconomic and political tensions impacted your confidence when thinking about the future of your organisation?



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# 05

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, capability, and market segment.

For the purposes of this report, we’ve focused on types of firm and market segments that broadly equate to traditional definitions of consulting. 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%.

## Definitions of sectors and services

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 & 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 services”.

# Methodology

## Client perspective

We carry out a client survey to help us build a rich picture of how different trends in India are affecting clients' organisations and their use of consulting. Our survey focuses on trends in India, providing detailed insights into the nuances of the market. For this, we surveyed 100 senior clients of consulting firms from across India, all of whom work in organisations with 1,000 or more 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.

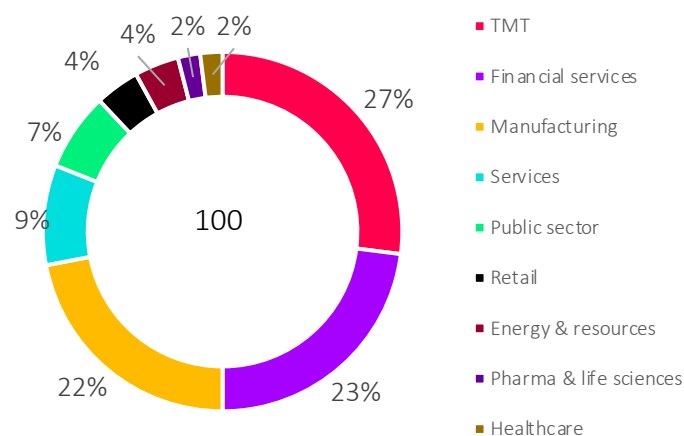
## Insights from consultants

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.

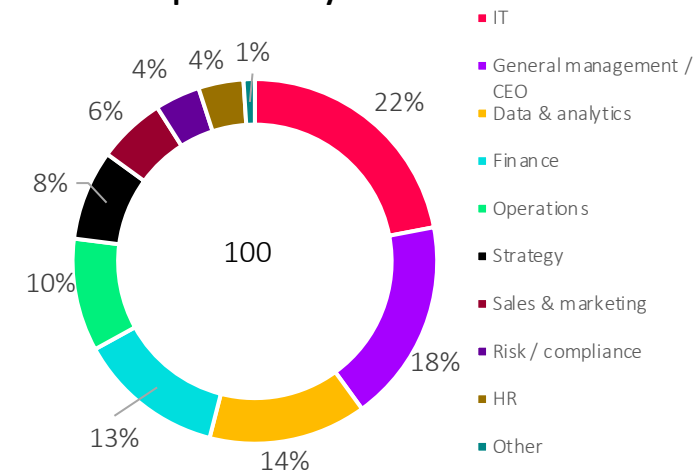
## In-depth desk research

We also conducted a thorough PEST analysis in India 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.

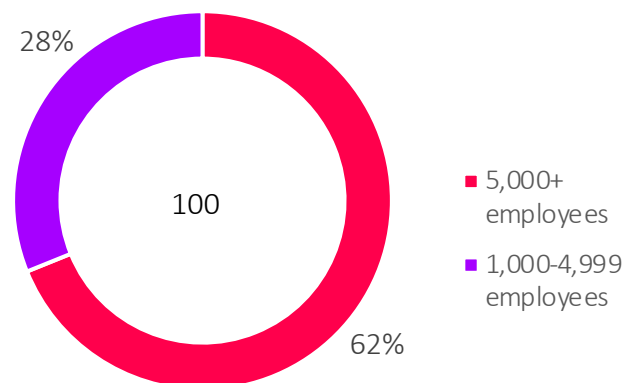
Respondents by sector



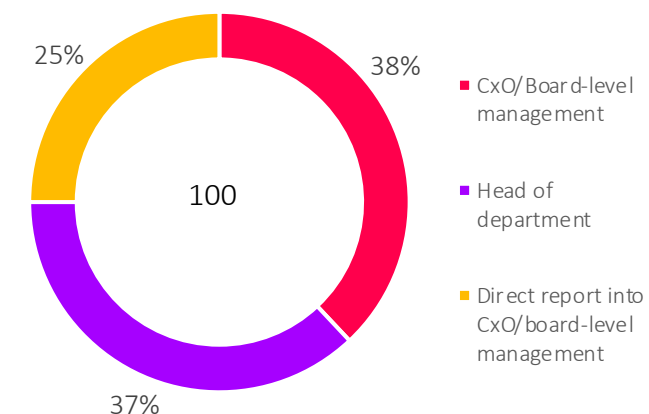
Respondents by function



Respondents by organisation size



Respondents by responsibility level





# 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 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.

## 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 expert

### Emily Whittingham

Emily is a Consultant at Source. She works across all areas of the business to provide insights into global market trends and write analytical commentary for our client projects. She combines desk research with the data generated by Source's own surveys to analyse and map out the competitive landscape of different industries and sectors. Emily contributes to internal and bespoke client projects by conducting interviews that span a wide range of countries, industries, and sectors, and uses her findings to identify upcoming areas of challenge and opportunity.

### Emily Whittingham

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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 2024

2024		Market Trends Reports	Market Trends Briefings	Client Perception Studies	Emerging Trends Programme	White Space Reports	White Space Insights
Q1	January	Forecasts for 2024 UK GCC France	India				Featured thought leadership (monthly) Quarterly webinar series
	February				ET1 Ecosystems	Client Perceptions of Thought Leadership	
	March			UK US Germany			
Q2	April	Nordics US DACH Australia East Asia South East Asia		Financial Services GCC France			Featured thought leadership (monthly) Quarterly webinar series
	May			Retail Australia Energy & Resources			
	June			Technology, Media & Telecoms China Japan	ET2 Go-to-Market Strategy	The Source Quality Ratings Report (QRR)	
Q3	July	Africa Energy & Resources Financial Services Technology, Media & Telecoms Sustainability	South America Healthcare & Pharma		ET3		Featured thought leadership (monthly) Quarterly webinar series
	August						
	September			Risk Tax	ET4	The Thought Leadership Innovation Report	
Q4	October	Tax Risk Technology Planning for Growth in 2025		Audit Technology		Hot Topic Report	Featured thought leadership (monthly) Quarterly webinar series Source Thought Leadership Awards (virtual)
	November				ET5		
	December				ET6		