

EXTRACT



Market Trends

MARKET

The Technology Consulting
Market in 2025-2026

Report

NOV 2025

About us

We partner with professional services firms to turn insight into strategic advantage. Our proprietary research and tailored, firm-specific studies provide clear, actionable guidance to inform your firm's strategic decisions.

Through our work, we help professional services firms to:

- Anticipate key industry trends
- Identify and evaluate growth opportunities in existing and emerging markets
- Understand client perceptions and competitive positioning
- Refine propositions and messaging to better align with client needs
- Maximize the reach, impact, and commercial value of thought leadership

To dig deeper into the insights in this report, explore our other publications, or learn more about bespoke research for your firm, please [get in touch](#).

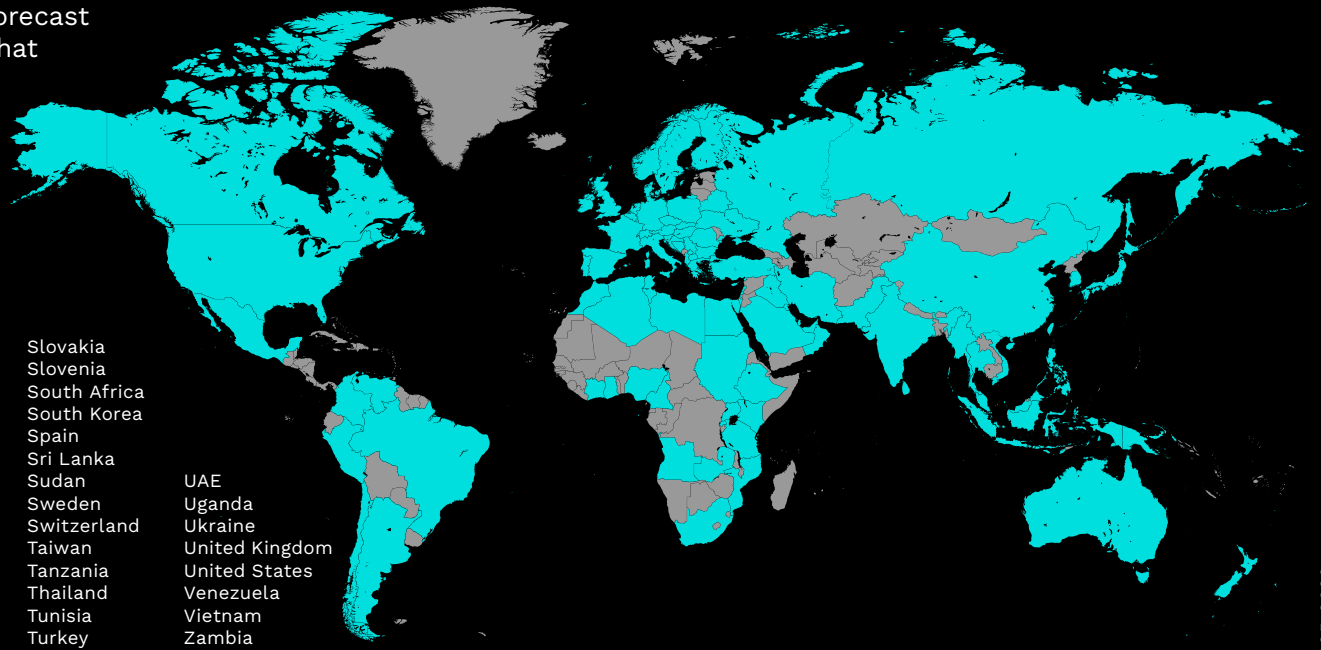
What's included in this report

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

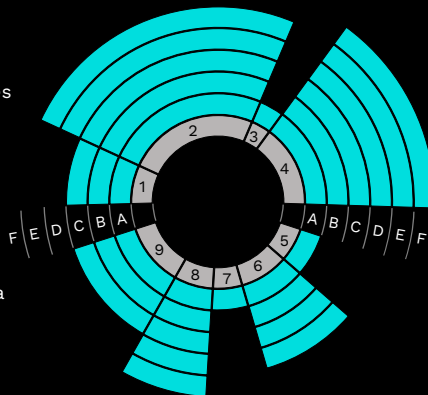
Albania	Chile	Greece	Libya	Pakistan	Slovakia
Algeria	China	Hong Kong	Luxembourg	Papua New Guinea	Slovenia
Angola	Colombia	Hungary	Malaysia	Peru	South Africa
Argentina	Côte d'Ivoire	India	Mexico	Philippines	South Korea
Australia	Croatia	Indonesia	Morocco	Poland	Spain
Austria	Cyprus	Iran	Mozambique	Portugal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



Sector model

Sectors

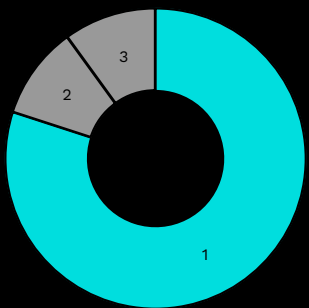
- 1 Energy & resources
- 2 Financial services
- 3 Healthcare
- 4 Manufacturing
- 5 Pharma & life sciences
- 6 Public sector
- 7 Retail
- 8 Services
- 9 Technology, media & telecoms



Sub-sectors

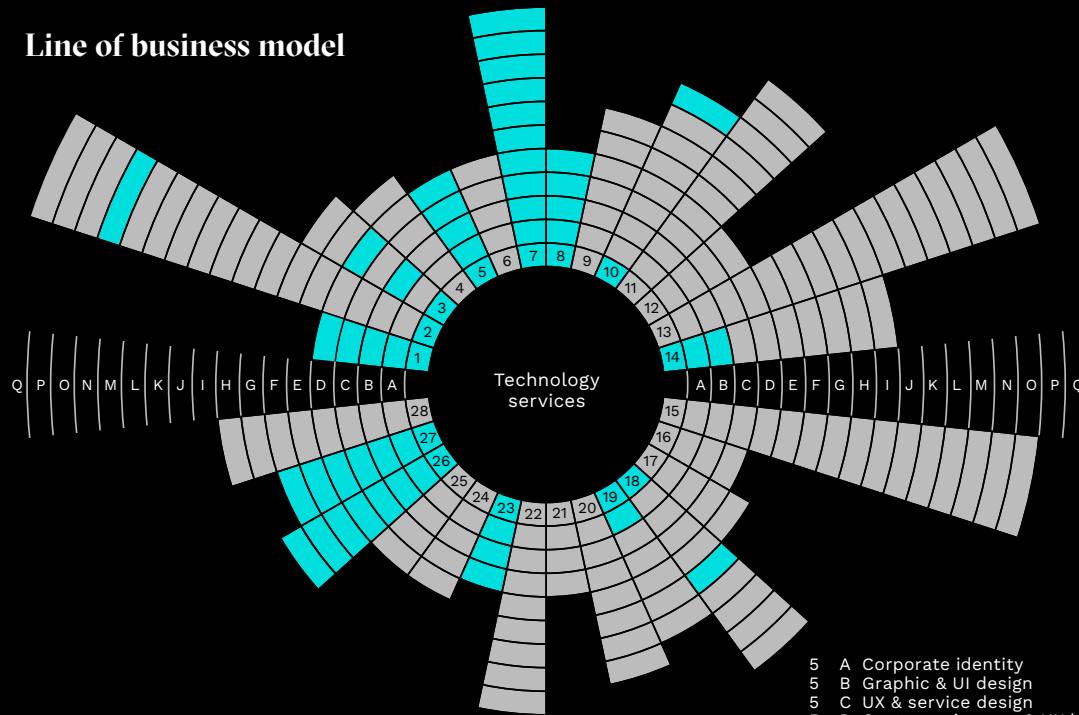
- | | | |
|--------------------------------------|-----------------------------|-----------------------|
| 1 A Energy | 4 A Aerospace | 8 A Business services |
| 1 B Primary resources | 4 B Automotive | 8 B Leisure |
| 1 C Utilities | 4 C Construction | 8 C Logistics |
| 2 A Banking | 4 D Consumer electronics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

The revenue-earning model



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

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 Technology & security risk services
- 2 O Third-party assurance
- 2 P Transactions-related risk
- 2 Q Treasury risk
- 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 Distribution strategy
- 13 F Lean & Six Sigma
- 13 G Operational review
- 13 H Outsourcing advice
- 13 I Post-M&A integration
- 13 J Process design, re-engineering & automation
- 13 K Procurement/purchasing
- 13 L Property & estate management
- 13 M Sales & distribution planning
- 13 N Sales force effectiveness
- 13 O Supply chain management
- 13 P 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 center 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 DevOps
- 26 D Digital product R&D
- 26 E IoT and connected devices
- 26 F Solution architecture
- 26 G 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

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.

1

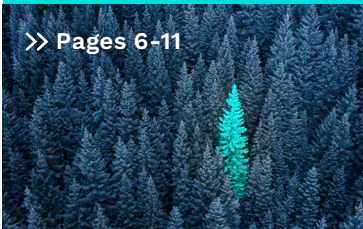
What really matters

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.

>> Pages 6-11



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.

>> Pages 12-21

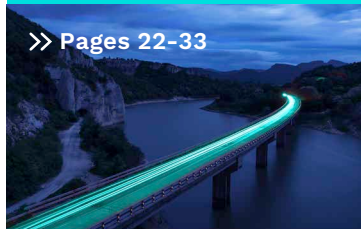


3

Client priorities

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

>> Pages 22-33

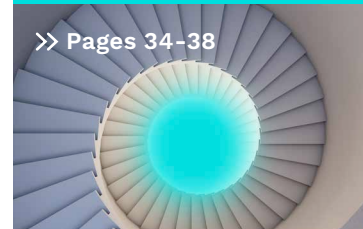


4

Implications for firms

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

>> Pages 34-38



5

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.

>> Pages 39-43



About this report

>> Pages 44-50

Contact us and other reports

>> Pages 51-52

1



“There’s also all the traditional tech consulting work, such as ERP platform upgrades. There will still be a large amount of work here, but it will need to be AI-enabled.”

Pat Sullivan, EY

What really matters

Three things for a firm to act on 7

The big answers... on the technology consulting market 10

3

Clients understand the value of technology strategy work, and are willing to pay a premium or look to new firms for innovative ideas.



of clients say they expect to work with new firms as they look for new ideas (up from 28% in 2024)

Technology buyers recognise that they need external support. And they are anticipating that they might have to spend more for this support, with two in three expecting prices to increase as firms are now using more proprietary tools.

Clients are particularly eager to work with consulting firms to help with their technology strategy. Across multiple functions within an organisation, from finance to HR and from senior management to data & analytics teams, clients want the right digital applications to help them with their ongoing challenges. Consulting firms, having implemented these solutions in other organisations, are able to understand what works best for the business's needs—be that around technology implementation, lack of talent, or using data better to predict future demand.

While clients tell us they are most likely to increase their use of Big Four firms than of other firm types for their technological needs, this is a profoundly competitive marketplace. Clients tell us they are increasingly likely to be on the lookout for fresh ideas from firms they have not necessarily worked with before. Those firms that can show an understanding of the pain points of clients' existing technology infrastructure and can offer innovative solutions are in an excellent place to benefit from clients' increased spending plans. As clients strive to gain insights about their customers in order to personalise experiences and improve their analysis on future product development, better use of their data will be at the heart of many of these challenges.

2

“We are still seeing high demand and activity in technology consulting, but it has shifted what we need to focus on. Clients need to modernise their existing tech stack to take advantage of AI.”

Kim Bozzella, Protiviti

Market overview

Defining technology services 13

The technology consulting market in numbers 14

The technology consulting market by region 15

The technology consulting market by service 17

The technology consulting market by sector 18

Tech consulting is forecast to be strong in North America and Africa, but remains subdued in Europe 19

Data is the digital gold for clients—analysing and protecting it are their top business priorities 20

Energy & resources, healthcare, and pharma are the fastest-growing sectors for technology consulting 21

3



“As businesses move into 2026, we are expecting more demand for AI-driven projects that deliver clear business outcomes and return on investment of technical spend.”

Bob Lavoy, Crowe

Client priorities

What are clients' top needs and priorities?.....	23
Where are clients set to invest?.....	27
Use of consultants	31

Clients feel a strong need for digital transformation, with many of their past programmes already outdated

When asked what the biggest technology challenges facing their organisations are, clients highlighted issues around system integration, cybersecurity, weak innovation, and an inability to implement new technology effectively. But the most common response, selected by nearly one in five, was a need for digital transformation. This was despite the fact that virtually every respondent said they had already undergone a digital transformation in the last three years, showing just how quickly these technologies can become outdated.

About 40% of the clients we surveyed said that their transformation had been successful and their company is more efficient as a result. Nearly 50%, however, said that while the programme was successful at the time, it has already become partially outdated after less than three years.

The clients most likely to be satisfied with their digital transformation had hired Big Four firms, while two in three organisations that worked with strategy firms noted that the work, although successful, was now outdated. Technology firms scored the best in terms of satisfaction, but the sample size was low, so they have been grouped together with other types of firms.

Figure 12

How would you rate the success of your digital transformation?



Figure 13

Firms used for digital transformation, by type

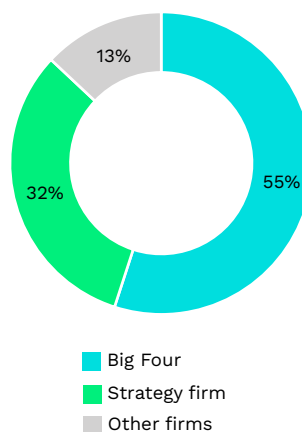
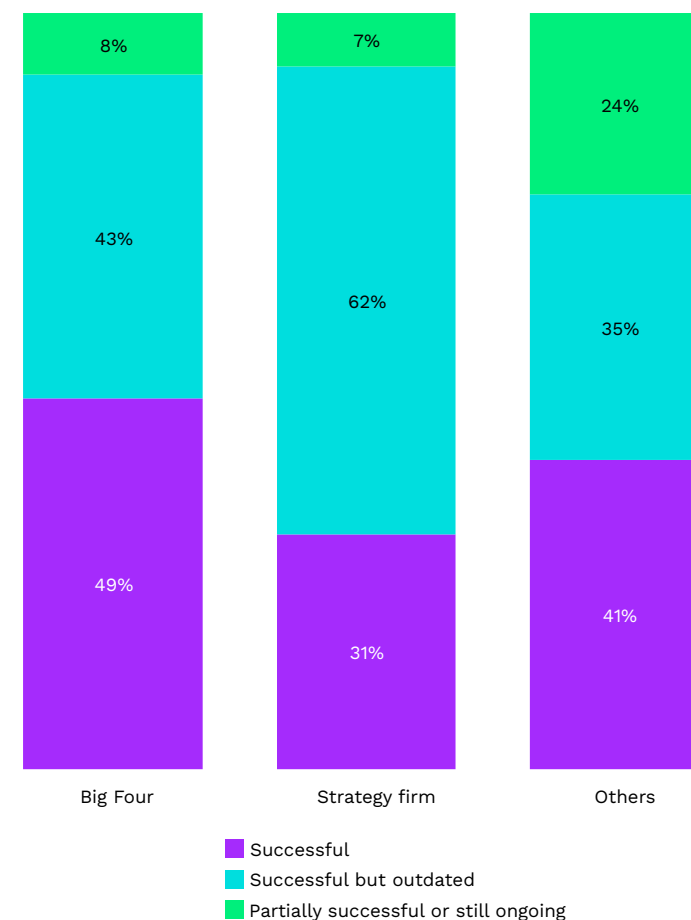


Figure 14

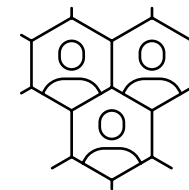
If your organisation has undergone a digital transformation in the last three years, how successful was it? By type of firm carrying out the transformation



With technology advancing so quickly, clients emphasise the urgency for greater technology expertise in the workforce

Technology buyers are very worried about a shortage of expertise in their organisations. They know just how important good technology skills will be to the future of their businesses, and so they expect their IT teams to grow—and quickly. Indeed, 84% of clients expect the number of staff within their IT functions to double in the next five years.

This need for larger IT teams is partly down to the “tech ignorance” of employees and partly because of the rapid rate at which technology is advancing. Clients are starkly aware of the seriousness of this concern, with 82% saying that a workforce lacking the right technology skills is an even greater danger than the threat of cyberattacks. In fact, technology skills seem to be considered one of the most important things for a business’s success, with four in five technology buyers believing that the right technology implementation has a greater impact than a good leadership team.



84%

of clients agree that the number of staff within their organisation’s IT function will double in the next five years

Figure 17

Percentage of clients either agreeing or strongly agreeing with the following statements

Number of staff within IT function will double in next five years



84%

Our workforce’s “tech ignorance” is a greater threat than cyberattacks



82%

Tech has advanced too quickly for us to build up adequate in-house expertise



82%

Good tech implementation makes a bigger difference than a good executive team

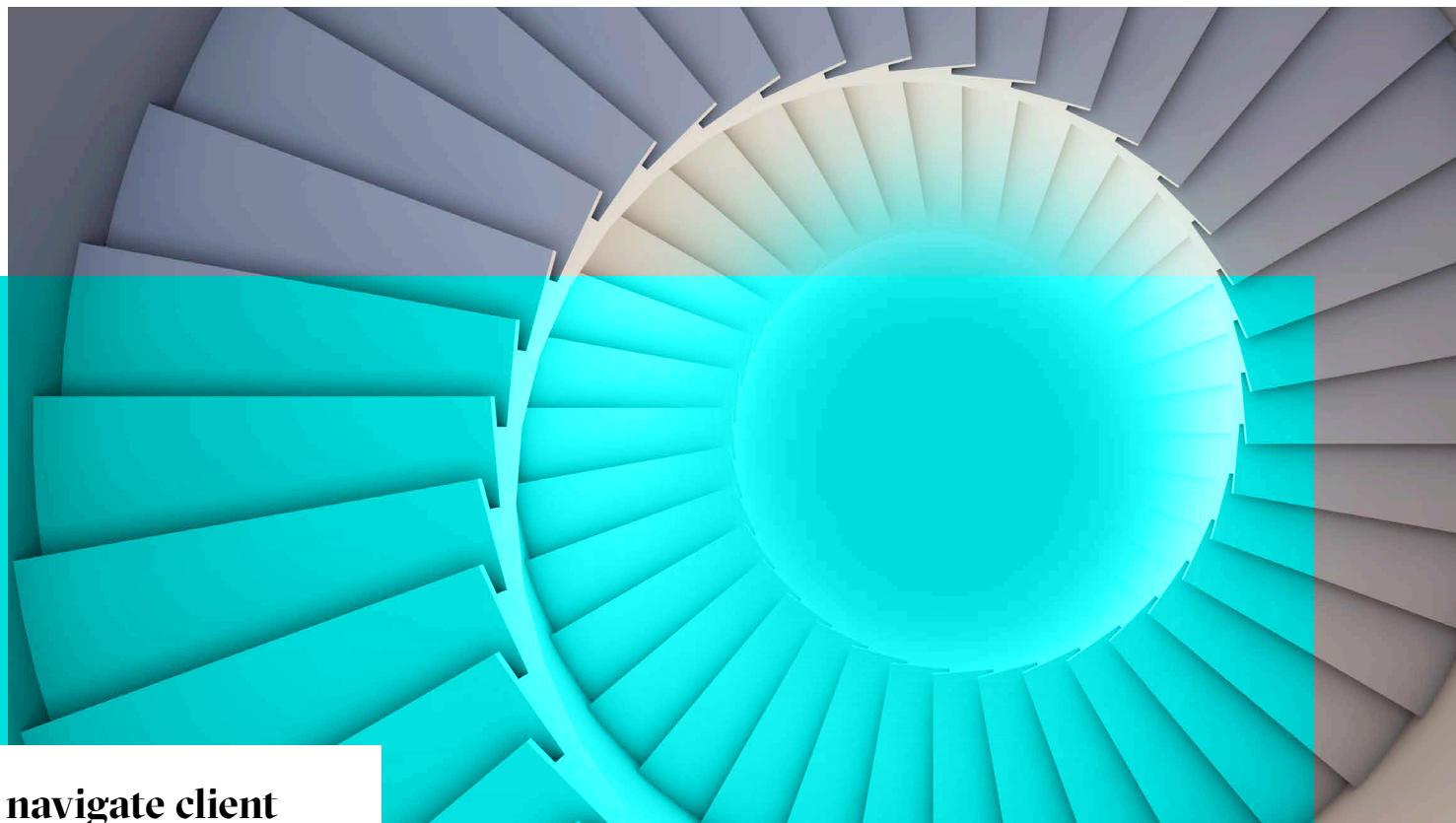


81%

Past industry/management experience is less valuable than strong technology skills



79%



“To successfully navigate client budget concerns around GenAI, firms should demonstrate their own success by showcasing how they have already invested in and experimented with AI tools internally.”

Nick Jotischky, Source

Implications for firms

Clients are particularly likely to be seeking technology strategy expertise from firms.....	35
Clients are prepared to pay more for proprietary tools and work that is strategically important	36
Technology buyers are most likely to use Big Four firms.....	37
Clients are looking for advanced technology and data & analytics capabilities from their managed services provider.....	38

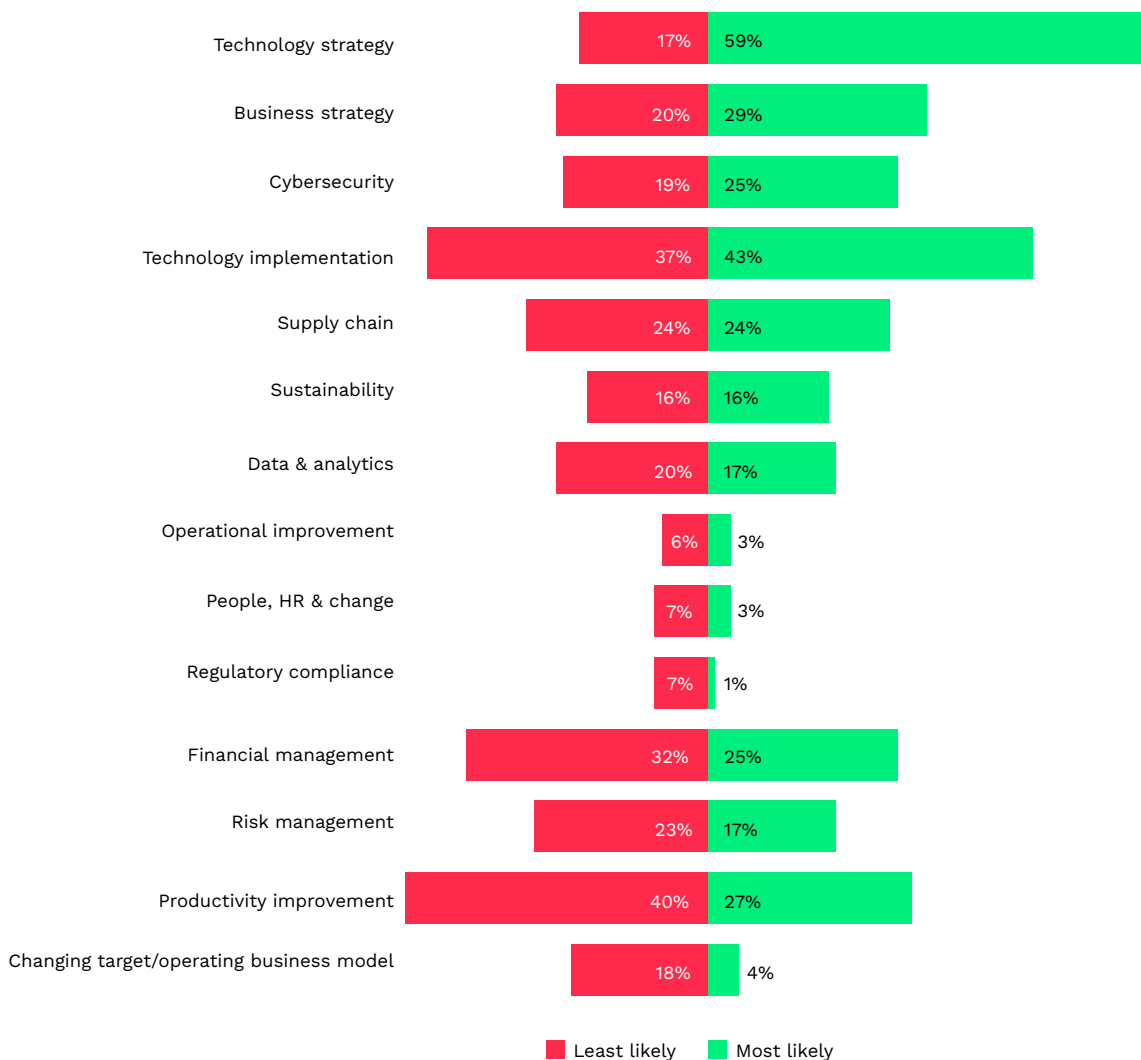
Clients are particularly likely to be seeking technology strategy expertise from firms

With clients eager to work with firms that can offer them concrete results and innovative new ideas, it comes as no surprise that they are likely to turn to firms for technology strategy, business strategy, and tech implementation work. We know that strategy is important to clients as they seek to find the *right* digital applications to meet their *specific* challenges, and they want to gain access to firms' broader understanding of what has worked well in different business use cases to find the right solution. But being able to take these ideas and turn them into concrete realities with lasting impact is also important, especially as so many clients think their digital transformations are already out of date. Given the increase in cyberattacks in recent years, it is unsurprising that clients are also focused on cybersecurity work.

Just because clients say they are less likely to use external support in certain areas does not mean there are not opportunities here. With productivity improvement, for example, we know it is one of their priority areas for investment, but technology buyers may feel they can cover this in-house. Firms should therefore showcase how they can offer an external perspective and help clients identify existing inefficiencies, implement optimised workflows and new technologies, and improve employee skills. Likewise, technology buyers suggest that they are less likely to need support for data & analytics. It is possible that some still see data & analytics as more a means than an end. Rather than a core focal point, some may feel it is a tool they will use to feed into their technology and business strategies. Firms should remind them of the importance of using their data to make better-informed strategic decisions.

Figure 27

In which of the following areas do you think your organisation is most/least likely to use consulting support in the next 12 months?



5



“The primary barrier to AI-centric innovation is the complexity of existing legacy systems. The second major challenge lies in establishing trust and ensuring compliance around AI adoption.”

Bobby Soni, KPMG

Insights from consultants

Kim Bozzella, Global Head of Technology Consulting, Protiviti	40
Bob Lavoy, Consulting Technology & Business Transformation Managing Principal, Crowe	41
Bobby Soni, Global Technology Consulting Leader, KPMG	42
Pat Sullivan, Global Digital Engineering & Cloud Lead, EY	43

6

“Clients recognise the fundamental need to increase spending on technology, improve their existing infrastructure, and adopt advanced technologies to support the implementation of AI tools.”

Nick Jotischky, Source

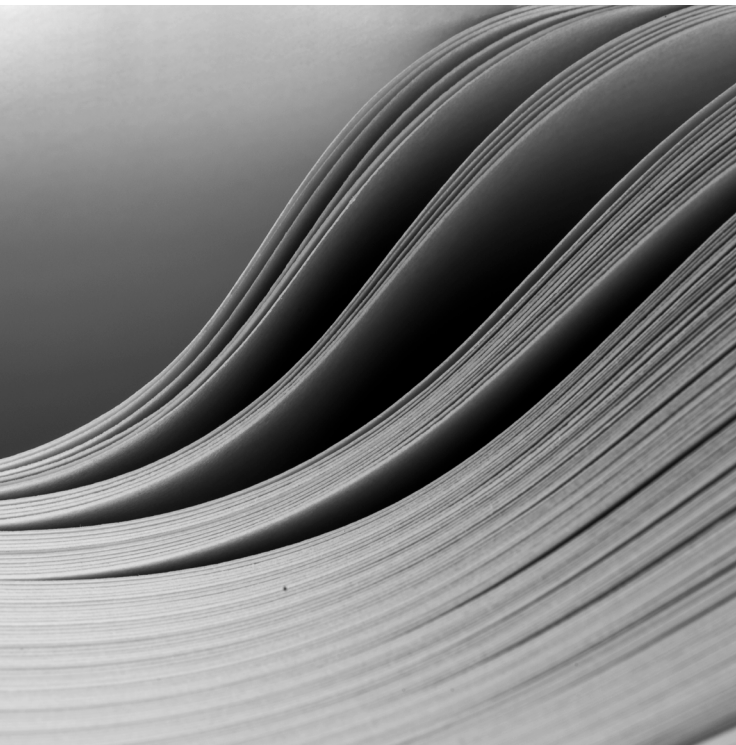
About this report

Our approach to gathering data.....	45
Methodology—The MegaModel.....	45
Who did we speak to	46
Definitions of sectors and services.....	47
Contributors	49
Meet the expert.....	50
Contact us	51
Publication schedule for 2025	52

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 modeling, 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 = £0.78

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.

Who did we speak to

Client perspective

We carry out a client survey to help us build a rich picture of how different trends in technology are affecting clients' organisations and their use of consulting. Our survey focuses on trends in technology advisory, providing detailed insights into the nuances of the market. For this, we surveyed 150 senior clients of consulting firms from across technology advisory, 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 2025 and the first half of 2026
- 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.

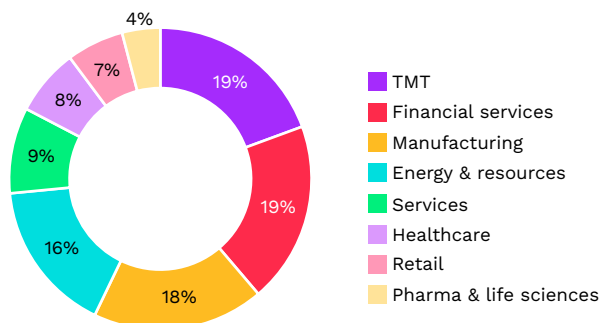
Insights from consultants

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.

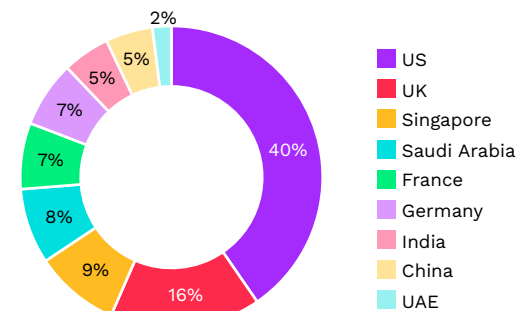
In-depth desk research

We also conducted a thorough PEST analysis in technology advisory 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.

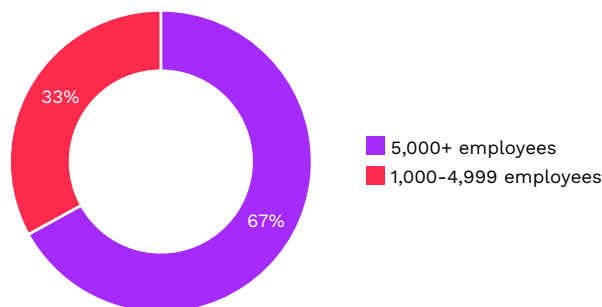
Respondents by sector



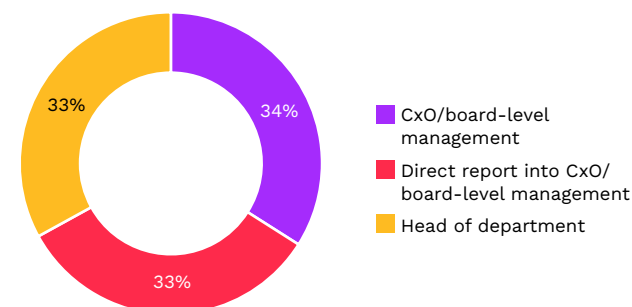
Respondents by geography



Respondents by headcount



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, labor 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 a selection of lines of business and capabilities from our taxonomy and divided them into three categories of technology services. Please note that for some lines of business, we've taken a subset of the relevant capabilities and excluded others. For our full line of business model, please refer to the map on page 4 of this report.

Advisory

Cybersecurity advice, Cybersecurity incident response, Penetration testing & wargaming, Technology due diligence, Network strategy & architecture, Digital product quality assurance & testing, Digital product R&D, IoT and connected devices, Solution architecture, Clean technology, Green IT, Cloud advice, ERP consulting, IT strategy, planning & review, IT training, Programme management, Vendor selection.

Implementation

Cybersecurity implementation, Data warehousing & database management, Machine learning, Network installation, Network optimisation, DevOps, Application development, Virtual, augmented & mixed reality, Functional & industry application integration, Microsoft, Oracle, Salesforce, SAP, Workday, AI advice & implementation, Cloud implementation, Geospatial advice & implementation, Robotics advice & implementation.

Tech-supported

IT outsourcing, Building & engineering analytics, Advanced analytics, Data visualisation, business intelligence & semantic layer, Corporate identity, Graphic & UI design, UX & service design, Customer journey & UX benchmarking, eDiscovery, Forensic technology solutions, Technology & security risk services.

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
Kim Bozzella	Global Head of Technology Consulting	Protiviti
Bob Lavoy	Consulting Technology & Business Transformation Managing Principal	Crowe
Bobby Soni	Global Technology Consulting Leader	KPMG
Pat Sullivan	Global Digital Engineering & Cloud Lead	EY

Meet the expert

Nick Jotischky

Nick leads our Market Trends research programme, where he uses his sharp understanding of the professional services landscape to develop insightful analysis. Nick authors some of Source's key publications, such as our *Forecasts* and *Planning for Growth* reports, as well as reports on the UK, DACH, and technology professional services markets.

Nick regularly presents to clients on the Market Trends programme, highlighting the latest findings from surveys and interviews conducted with clients. Nick has over 20 years of experience in B2B research, working on macroeconomic and geopolitical risk projects.

Nick Jotischky

✉ nick.jotischky@sourceglobalresearch.com



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 2025

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.

UK +44 (0) 20 3743 3934
sourceglobalresearch.com



Publication schedule for 2025

2025		Market Trends Reports	Market Trends Briefings	Client Perceptions Studies	Emerging Trends Programme	White Space Reports	White Space Insights
Q1	January	Forecasts for 2025		UK			Featured thought leadership (monthly) Quarterly webinar series
	February	UK US GCC		US GCC France	Pricing: Expectations vs. Reality		
	March	France				Quality Ratings Report (QRR)	
Q2	April	Nordics DACH		Germany Australia China	What's next for people, HR & change consulting?		Featured thought leadership (monthly) Quarterly webinar series
	May	Australia East Asia	India South America	Japan Retail			
	June	South East Asia Africa		Energy & Resources Financial Services Technology, Media & Telecoms	Client attitudes to AI and barriers to implementation today	Client Perceptions of Thought Leadership	
Q3	July	Energy & Resources Financial Services					Featured thought leadership (monthly) Quarterly webinar series
	August	Technology, Media & Telecoms	Healthcare & Pharma	Risk Tax	How to talk to your clients about value		
	September	Sustainability				Thought Leadership Innovation	
Q4	October	Tax Risk			The new consulting frontier: Adapting to global economic change		Featured thought leadership (monthly) Quarterly webinar series
	November	Technology Planning for Growth in 2026	Public Sector	Audit Technology			
	December				Predictions for 2026	Hot Topic Report	