

EXTRACT



Market Trends

# MARKET

The UK Consulting  
Market in 2025

Report

Mar 2025

# 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

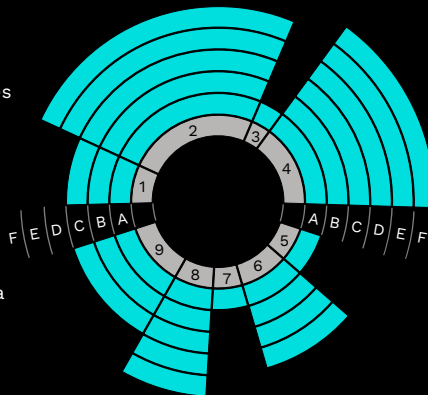
Countries covered

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	UAE
Belarus	Denmark	Ireland	Netherlands	Romania	Switzerland	Ukraine
Belgium	Egypt	Israel	New Zealand	Russia	Taiwan	United Kingdom
Bosnia	Ethiopia	Italy	Nigeria	Rwanda	Tanzania	United States
Brazil	Finland	Japan	North Macedonia	Saudi Arabia	Thailand	Venezuela
Bulgaria	France	Kenya	Norway	Serbia	Tunisia	Vietnam
Cameroon	Germany	Kuwait	Oman	Singapore	Turkey	Zambia
Canada	Ghana	Lebanon				

## Sector model

### Sectors

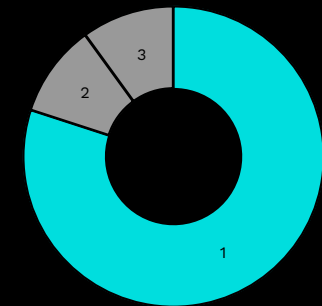
- 1 Energy & resources
- 2 Financial services
- 3 Healthcare
- 4 Manufacturing
- 5 Pharma & life sciences
- 6 Public sector
- 7 Retail
- 8 Services
- 9 Technology, media & telecoms



### Sub-sectors

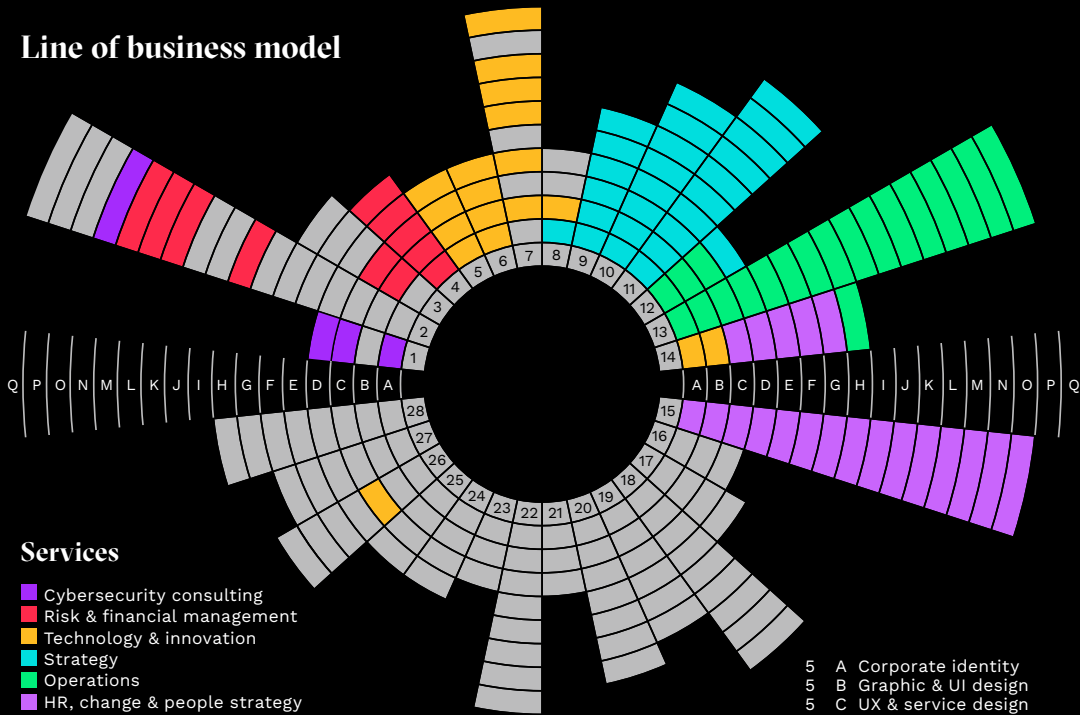
- |                                      |                             |                       |
|--------------------------------------|-----------------------------|-----------------------|
| 1 A Energy                           | 4 A Aerospace               | 8 A Business services |
| 1 B Primary 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



## Services

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

## 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
- 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

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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.

# 1

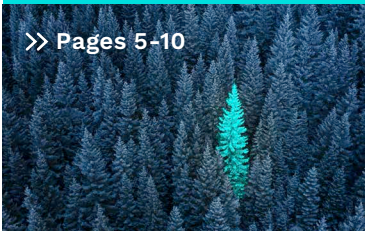
## What really matters

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 5-10



# 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 11-17



# 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 18-32

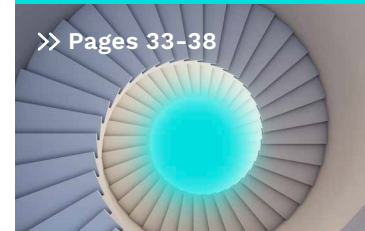


# 4

## Implications for firms

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

>> Pages 33-38



# 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.

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## About this report

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1



**“Clients are increasingly focused on understanding the practical deployment of AI and how to realise value. They recognise its huge potential to upskill their people, and to drive efficiency and productivity gains.”**

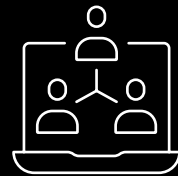
Tamas Wood, KPMG

# What really matters

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## 3

**Clients will spend more on external consulting support in 2025, but they expect a more clearly defined return on investment based on concrete results.**



# 58%

of clients will use consultants more in the next 12 months and just 1% will turn to external support less

It is very likely that clients will continue the trend from 2024 of engaging firms for smaller projects. And clients are in a pragmatic mood: They don't necessarily want radical solutions, but they want the right solution for their specific needs, which must provide concrete results. Furthermore, although they always value expertise, what worries many clients is their lack of internal resources and in many cases experience. This is why managed services will continue to be popular in 2025.

Although two thirds of clients think the prices charged by firms will decrease or remain the same over the next 12 months, those that think prices will increase put it down to firms using proprietary tools or bringing specialist expertise to the table. Proprietary tools could refer to using emerging technology in a project, most likely GenAI, which could lead to a better or faster solution.

Firms should also be aware that clients want regular formal conversations to discuss specific challenges that they face. These are important as it is on the back of understanding what these challenges are that firms will be able to propose the best solution and the most qualified project team. It is this, clients tell us, that is most likely to influence their selection in shortlisting the winning firm for a new project.

# 2



**“We expect to see a surge in client demand in the pharma space. Energy and infrastructure are also well placed to grow, particularly in the UK, as there are lots of investments.”**

Alan Frost, Forvis Mazars

## Market overview

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- The UK consulting market will take initial steps towards recovery in 2025 as growth will reach 5% after a year of contraction in 2024 ..... 15
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# 3



**“Clients are eager to restructure their businesses and improve their operating models. They also continue to improve customer, channel partner, and employee experience.”**

Brandon Bichler, Elixirr

## Client priorities

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- UK clients face a mix of internal and external barriers to growth ..... 20
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## Client boardroom discussions are most likely to feature technology infrastructure, but this depends on the sector

Clients in the UK are most likely to select improving technology infrastructure as one of the three most important issues being discussed at boardroom level. They want to invest in their technology for internal and external reasons: On one hand, companies know they need to become more efficient and productive, and they recognise that emerging technologies such as AI and automation tools can support these aims, while on the other, they also know that the use of emerging technology can help them in their growth aims by offering a competitive advantage and greater agility. Other internal areas of concern for UK clients are being prepared to deal with risk, assessing future deals, addressing ESG issues, and building resilience.

There are notable differences in client priorities depending on the sector. In the more customer-facing worlds of TMT and retail & services, we see clients more likely to have a focus on growth potential, either by engaging in M&A activity (especially in the case of the retail sector), or by improving products and services that will enhance the customer experience in the TMT industry.

Clients have different concerns in the heavy industries (energy & resources and manufacturing) and in financial services, where boardrooms are far more likely to be discussing internal matters around investing in technology, conducting digital transformation programmes, or using emerging technologies (such as automation, especially in the manufacturing and energy & resources sectors). Meanwhile in the public sector, clients are under threat to be more productive and to be prepared for risks, so it is little surprise that improving their technology infrastructure is also high on the list of business concerns.

**Figure 10**

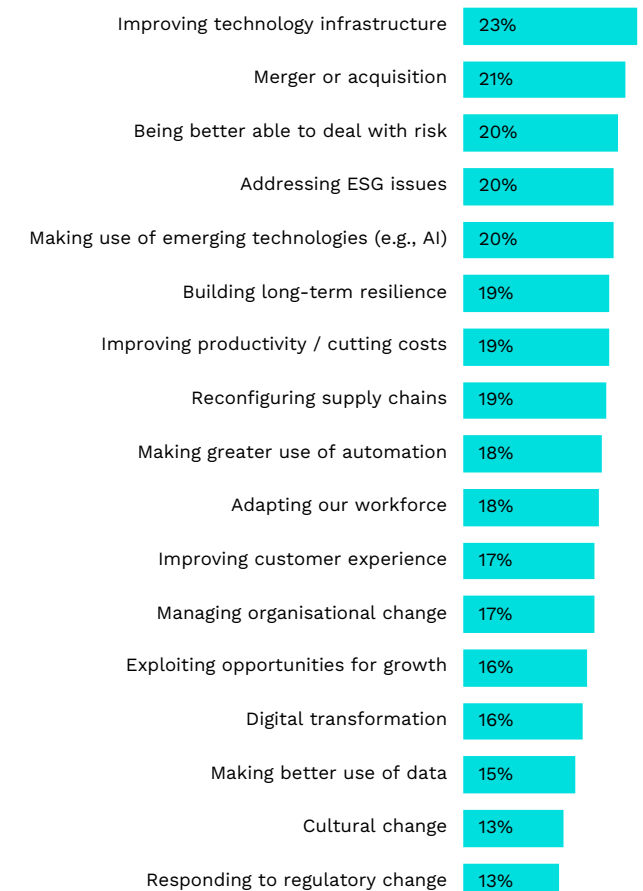
Biggest issues discussed in UK boardrooms

	Financial services	Industrials	Pharma & healthcare	Public sector	Retail & services	TMT
1	Digital transformation	<b>Improving tech infrastructure</b>	M&A	Improving productivity	M&A	ESG issues
2	<b>Improving tech infrastructure</b>	Using automation	Dealing with risk	Dealing with risk	Long-term resilience	<b>Improving tech infrastructure</b>
3	Managing organisational change	Dealing with risk	Long-term resilience	<b>Improving tech infrastructure</b>	Exploiting growth opportunities	Improving customer experience

Note: Manufacturing and energy & resources have been grouped together to create a single sector grouping for industrials.

**Figure 9**

Which three of the following do you think are currently the most relevant and important issues being discussed at senior levels in your organisation?



## Where are clients set to invest?

### The economic environment will have short-term impact on investment decisions, but longer-term strategy will be around capitalising on digital technology

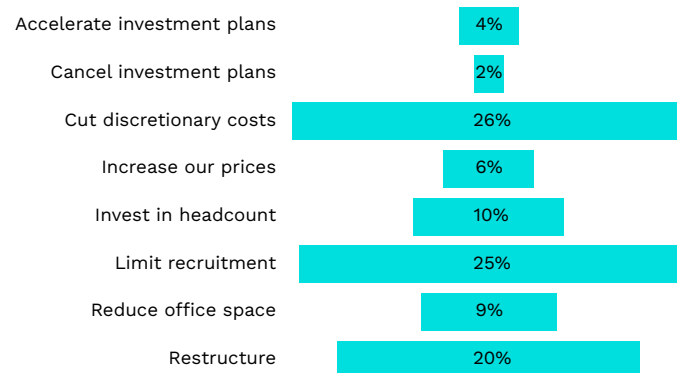
Many clients in our survey are concerned about the state of the country's current macroeconomic environment. We also know there are worries about the fiscal landscape. As a result, just over a quarter of UK's organisations think they will need to cut their discretionary costs in the next 12 months and one in five expect to go through some restructuring. A further quarter tell us they will likely need to limit recruitment. No wonder that change management came out so highly as a capability in which it will be important for UK clients to have expertise.

However, UK clients still tell us that digital transformation is the most important short-term investment priority; this has been the case for the last three years. These programmes will allow organisations to plan for the adoption of emerging technologies, which is still seen as a slightly longer-term investment plan. Meanwhile, ESG and climate issues remain the second largest priority, with

clients still aware that they need to fulfil regulatory commitments, as well as being seen to meet the needs of investors, customers, partners, and employees. It is interesting that new and emerging technologies have moved down the rankings of the most important short-term investment (to fifth place). It is not that it has lost its significance, but organisations are aware they need to prepare for the adoption of these new technologies, which will come from a successful digital transformation programme.

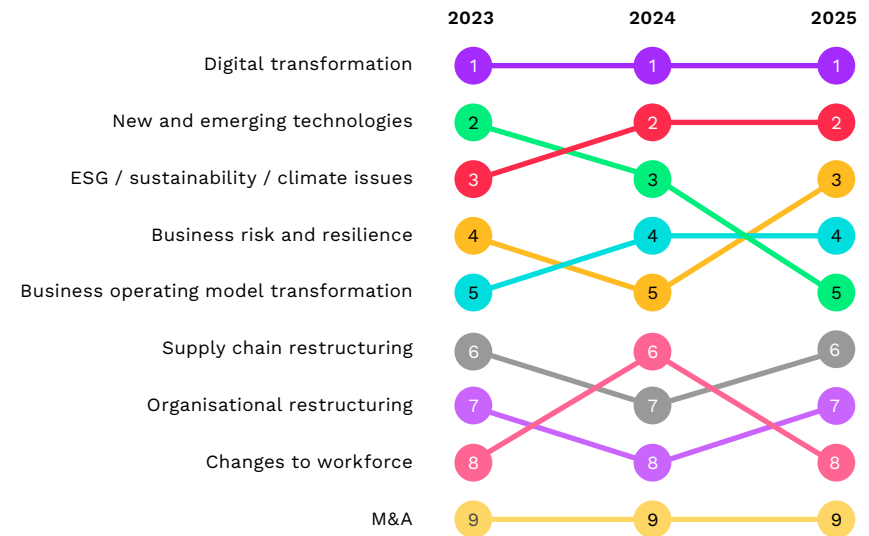
**Figure 13**

Steps most likely to be taken as a result of the economic environment in the UK?



**Figure 14**

Clients' short-term investment priorities 2023-25 (intend to invest in the next 18 months)

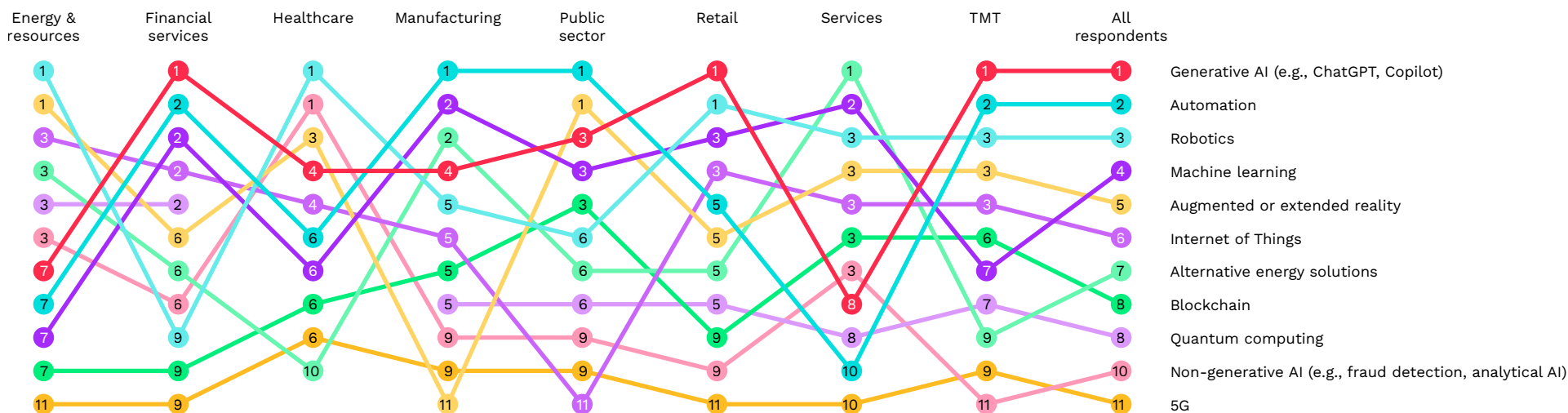


When clients are asked more specifically about which emerging technologies they are most likely to invest in, generative AI, automation, and robotics feature at the top. There is a slight difference when comparing how companies from different sectors respond, with, for example, energy & resources clients more likely to invest in robotics, augmented reality, IoT, or alternative energy solutions than GenAI. Similarly, manufacturing clients will focus more on automation and machine learning, and healthcare companies will also prioritise robotics to GenAI.

Meanwhile, clients in the financial services sector also ranked GenAI as the emerging technology for which they are most likely to use consulting support, just ahead of machine learning. Interestingly, the adoption of quantum computing is ranked third; this is more likely to be down to a lack of expertise rather than the importance of its adoption.

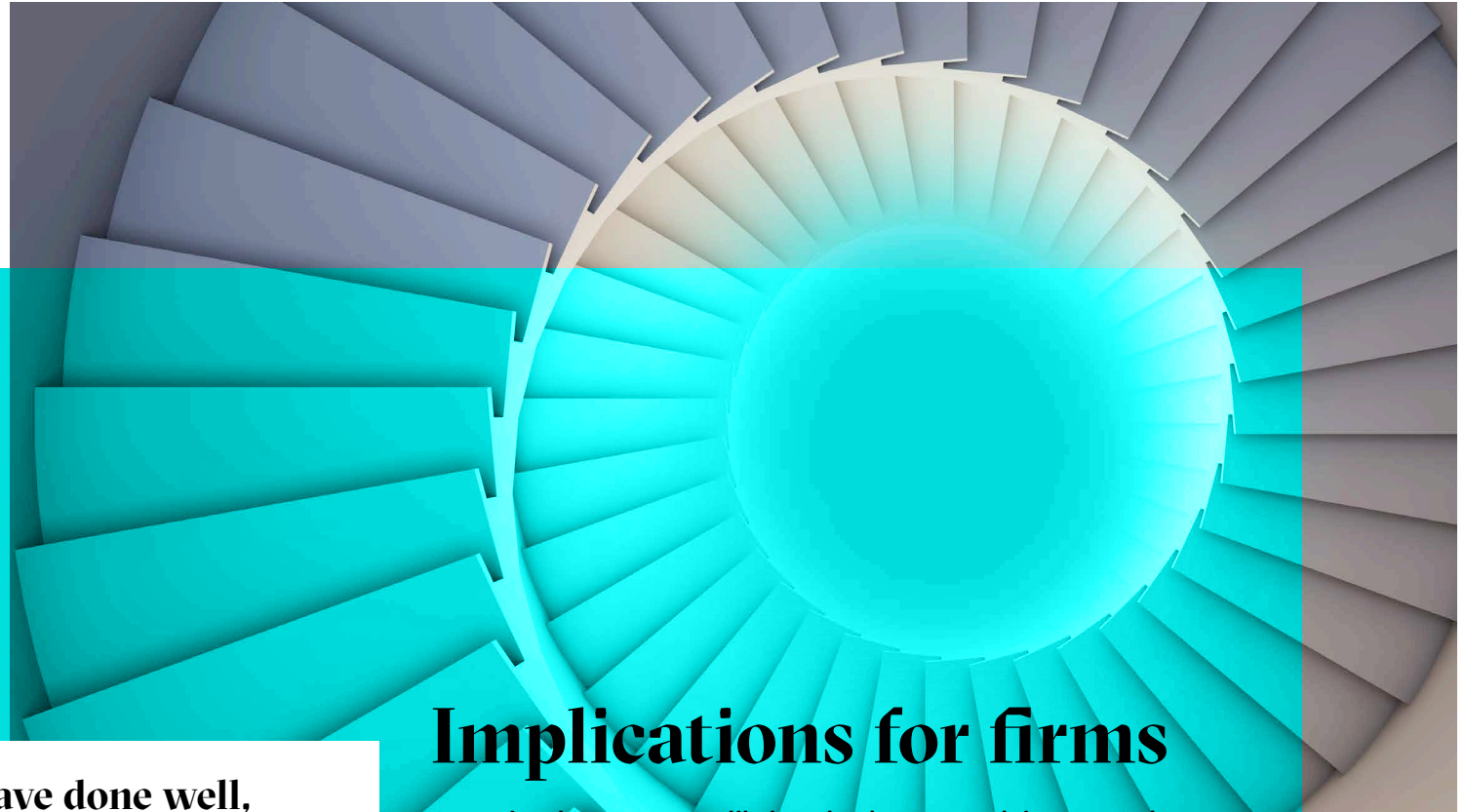
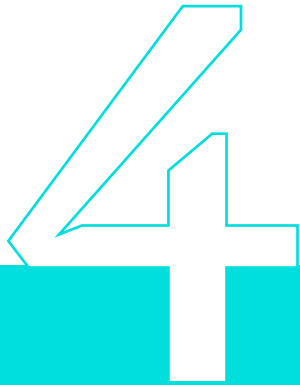
**Figure 16**

In which of these emerging technologies are you most likely to invest in the next 18 months?



Note: Pharma sector was excluded from this chart as sample sizes are relatively small.





# Implications for firms

**“Some firms have done well, but others have had to pivot to new offerings or different elements in the market due to a lack of dealflow and restructuring activity.”**

Mark Veldon, AlixPartners

- Operational concerns are likely to lead to a growth in managed services as clients often lack the resource or the experience to act quickly ..... 34**
- A mixed picture on pricing: Clients needing proprietary tools expect an increase but those with capacity constraints hope for a fall.....35**
- Looking ahead, strategy firms are most likely to benefit from operational issues but the Big Four also re-emerge as key consulting partners .....36**
- Clients want formal conversations on specific issues and are more likely to select firms that can deliver a return on investment...38**

# 5



**“Instead of simply launching an AI project, it’s valuable to ask yourself, what are you aiming to achieve?**

**By focusing on your objectives, you can tap into a range of levers to achieve your goals—whether it’s improving processes, transforming people, or advancing technology.”**

Jonathan House, PwC

## Insights from consultants

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# 6



**“The UK consulting market last year showed resilience and adaptability, with promising signs of recovery towards the end of the year. December saw a positive shift, and January has started well.”**

Jonathan House, PwC

## About this report

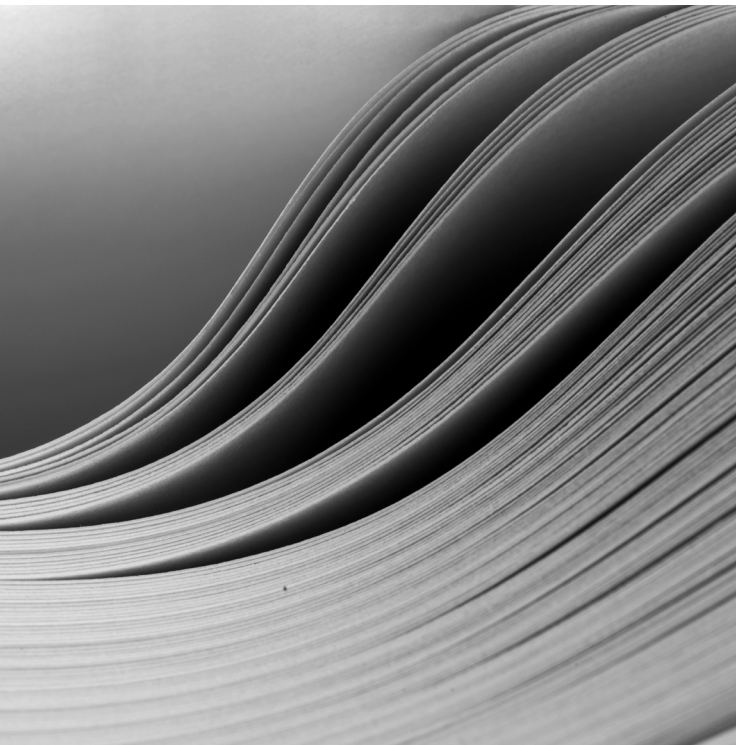
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# Our approach to gathering data

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 British pounds.

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 the UK are affecting clients' organisations and their use of consulting. Our survey focuses on trends in the UK, providing detailed insights into the nuances of the market. For this, we surveyed 200 senior clients of consulting firms from across the UK, 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.

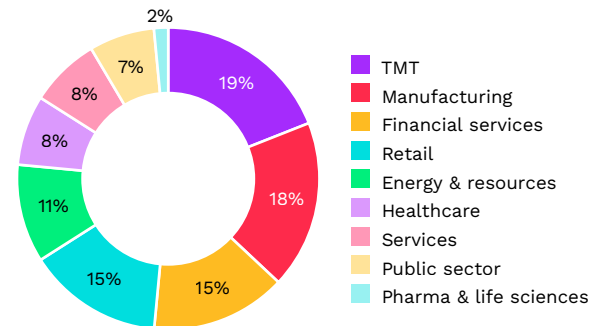
## Insights from consultants

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.

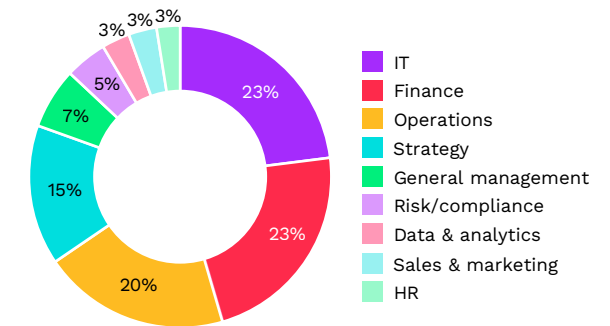
## In-depth desk research

We also conducted a thorough PEST analysis in the UK 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.

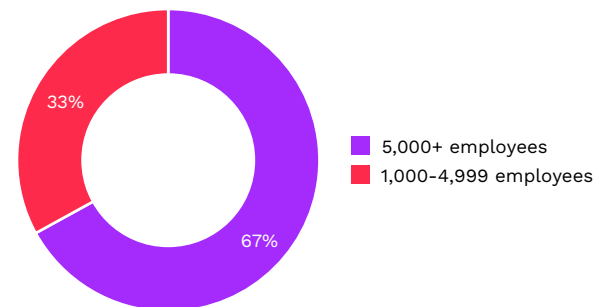
### Respondents by sector



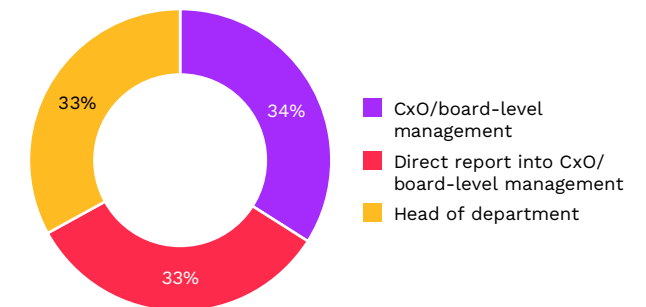
### Respondents by function



### Respondents by organisation size



### Respondents by 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 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, Program 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.

# 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).

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# Meet the expert

## Nick Jotischky

Nick is Head of Market Trends at Source. Drawing on over 20 years of experience in B2B research centred on macroeconomic and geopolitical risk, Nick leads the Market Trends programme, with a focus on assessing the landscape of the professional services market by region and sector and putting meaningful insights into the hands of firms.

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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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