

EXTRACT



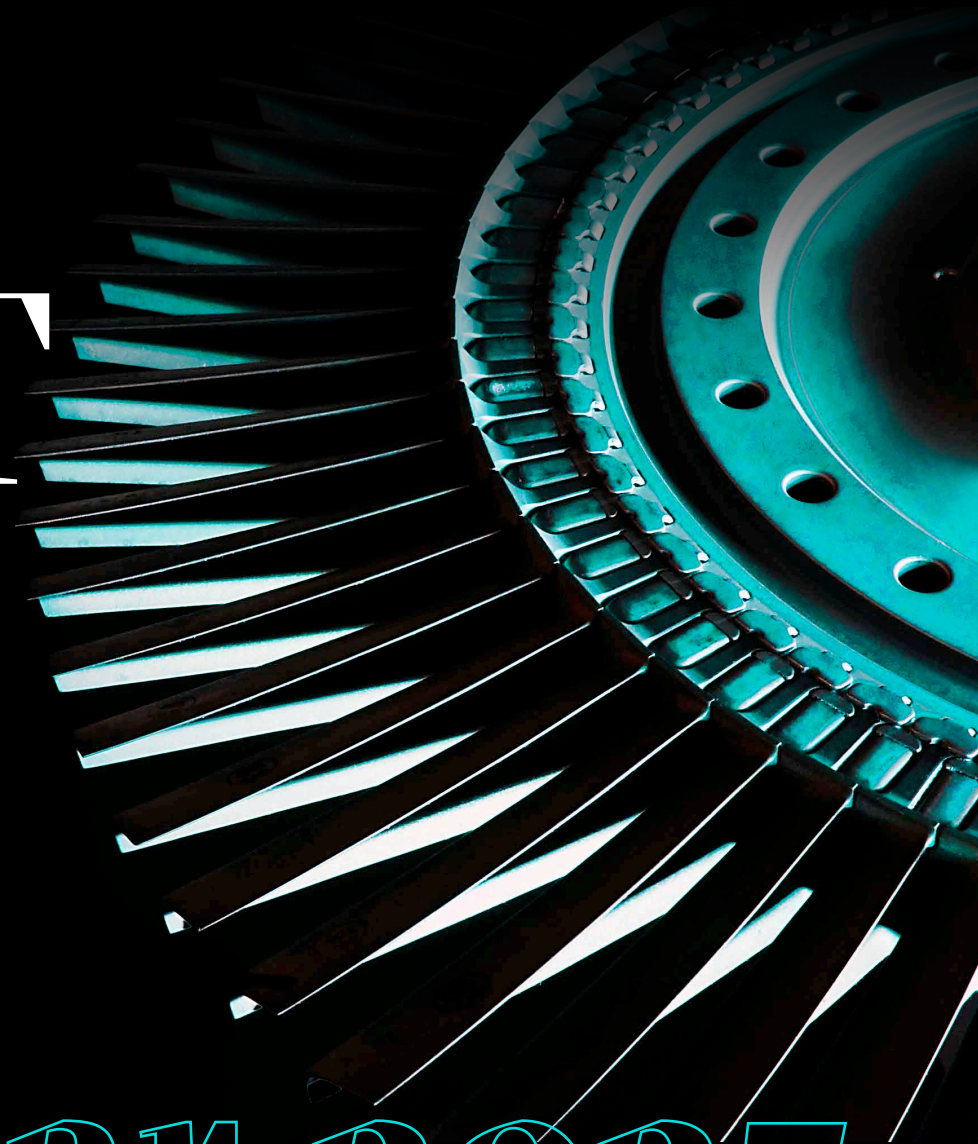
Market Trends

# MARKET

The US 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

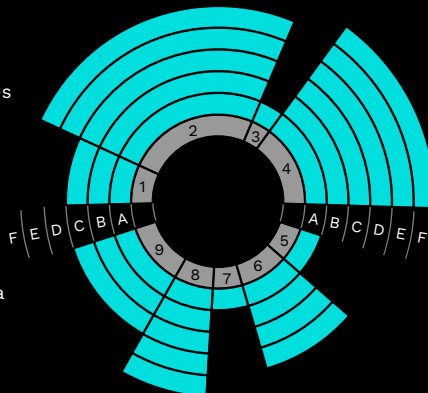
Albania	Chile	Greece	Libya	Pakistan	Slovakia
Algeria	China	Hong Kong	Luxembourg	Papua New Guinea	Slovenia
Angola	Colombia	Hungary	Malaysia	Peru	South Africa
Argentina	Côte d'Ivoire	India	Mexico	Philippines	South Korea
Australia	Croatia	Indonesia	Morocco	Poland	Spain
Austria	Cyprus	Iran	Mozambique	Portugal	Sri Lanka
Bahrain	Czech Republic	Iraq	Myanmar	Qatar	Sudan
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
					<b>United States</b>
					Venezuela
					Vietnam
					Zambia



## Sector model

### Sectors

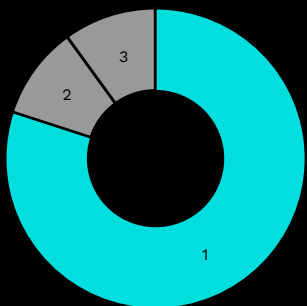
- 1 Energy & resources
- 2 Financial services
- 3 Healthcare
- 4 Manufacturing
- 5 Pharma & life sciences
- 6 Public sector
- 7 Retail
- 8 Services
- 9 Technology, media & telecoms



### Sub-sectors

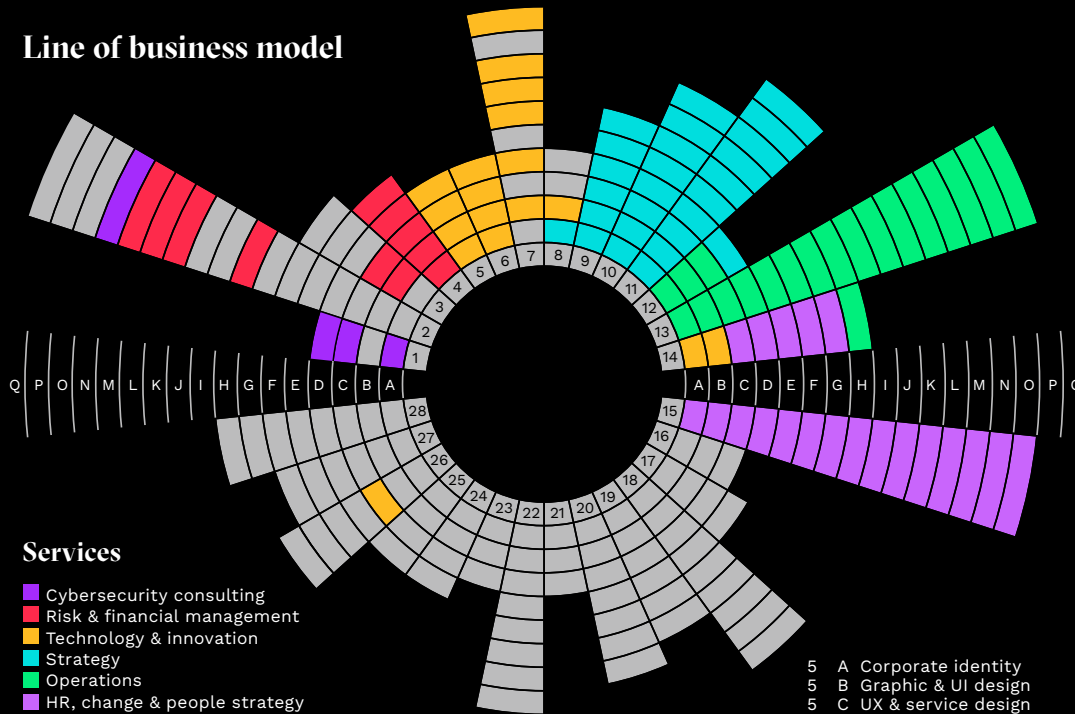
- |                                      |                             |                       |
|--------------------------------------|-----------------------------|-----------------------|
| 1 A Energy                           | 4 A Aerospace               | 8 A Business services |
| 1 B Primary 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 Defense                 | 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 Program 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 Program management
- 7 I Robotics advice & implementation
- 7 J Vendor selection
- 8 A Advanced analytics
- 8 B Data visualization, 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 modeling
- 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 Organizational design & culture
- 15 I Organizational 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 Labor & 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 optimization
- 22 H Public relations & affairs
- 23 A Network installation
- 23 B Network optimization
- 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.

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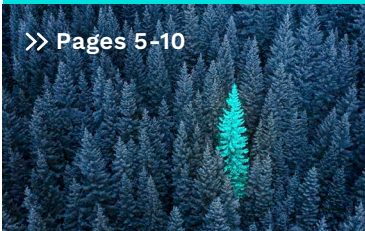
## What really matters

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



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## 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.

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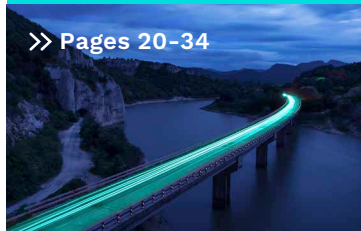


3

## Client priorities

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

>> Pages 20-34

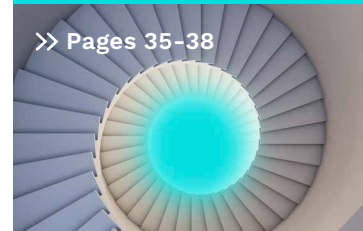


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## Implications for firms

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

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## 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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1



**“The talent shortage has eased since 2021. However, the biggest challenge we face—not just in professional services, but across corporate America—is figuring out how to get humans working effectively with machines.”**

Atif Zaim, KPMG

## What really matters

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# 2

## The US market currently revolves around technology, and clients are particularly excited about the prospects of generative AI.



# 1 in 10

clients think they'll spend over 40% of their consulting budget on AI in the next two years

Technology has proved itself to be a leading driver of consulting demand in the last decade, and interest in generative AI has only added fuel to the fire. Clients are likely to look to firms to support them in building out and improving their technology capabilities, whether that be the adoption and implementation of new technologies, ensuring that their data systems are up to scratch, or protecting their business from cyber threats.

Within all this technology demand, one of the most important data points to emerge from our report is that clients in the US are significantly more excited about the possibilities of generative AI than clients from other regions. Over half of clients in the US are interested in investing in generative AI over the next 18 months, around 20 percentage points more than the same figure in other regions. Clients who are investing in generative AI are investing heavily, and 99% of clients say that they will spend at least 10% of their consulting spend on it in the next two years. Demand among a subset of clients is especially high, with one tenth of respondents to our survey saying that it would make up more than 40% of their total expenditure.

US clients are significantly more interested in AI than clients in other regions. Around three fifths of clients in the US are already using generative AI or are eager to do so, whereas in other regions, only around a fifth of clients said the same. The excitement likely reflects that the US is currently the epicenter of AI development, and the headquarters of many key players in the market are based there.

Our report shows that a strong technology offering is critical to succeeding in the US market, and firms that can develop or enhance their existing offering in this space are likely to flourish.

2



## Market overview

**“Cybersecurity is the hottest conversation at every board level, and it’s a global conversation.”**

Michael Edwards, Crowe

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# 3



**“AI is at the top of the business agenda, from how to use it to better connect with customers, boost productivity to supercharge today’s workforce, and identify new possibilities for their businesses.”**

Whitt Butler, EY

## Client priorities

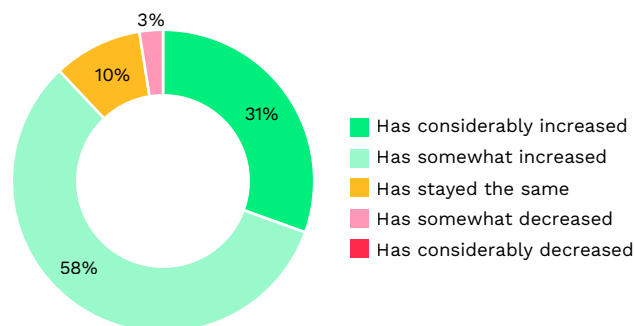
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## Clients are still ramping up their spending on digital technology

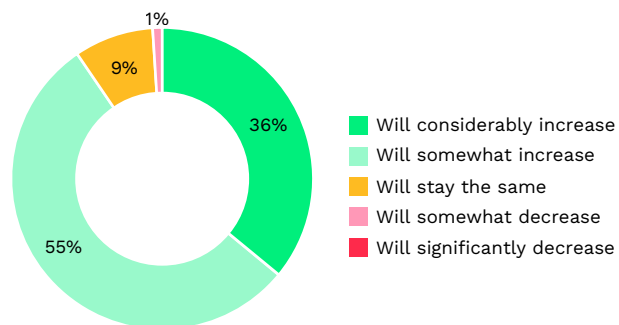
**Figure 14**

How has your organization's investment in digital technology changed in the last year?



**Figure 15**

How do you expect your organization's investment in digital technology to change in the next 18 months?



As part of investing in digital transformation, 31% of clients significantly increased their spending on digital technology across 2024, and this trend shows little sign of abating as we move into 2025. Investment in digital technology is still gathering speed, and 36% of clients tell us they plan to increase their spending on digital technology considerably moving into 2025.

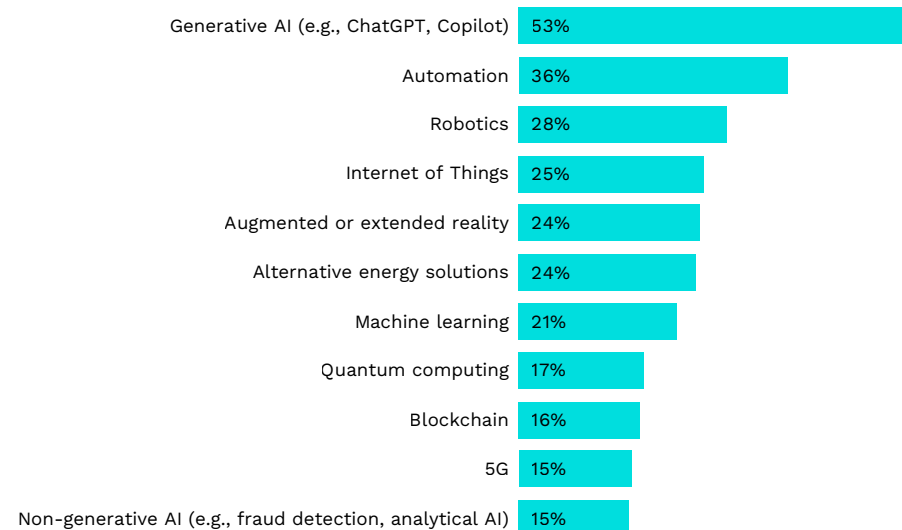
Almost all the regions we survey in our [Market Trends program](#) are looking to increase their spending on digital technology. Many clients believe that there are advantages to be gained by spending on new technology, but to gain advantages from such spending, groundwork must be laid. Clients must be made digitally ready to benefit from advances in technologies such as generative AI. For instance, without ample operable data, the advantages of such technologies will be harder to reap.

Clients in the US were overwhelmingly interested in investing in generative AI, with over half of clients saying this was a priority for them over the next 18 months. This is more than 20 percentage points higher than the corresponding figures in the GCC (31%), the UK (31%), and France (27%). Clients in the US are prioritizing generative AI in a way that clients elsewhere are not.

Just over a third of clients said that they were interested in investing in automation, which has significant crossover with the possibilities afforded by generative AI.

**Figure 16**

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



## Clients believe that a large amount of their workforce will need new skills

Over half of clients plan to increase their headcount over the next 12 months, and the other half plan to keep their headcount the same size. The fact that clients are looking to expand indicates confidence about the market over the next 12 months.

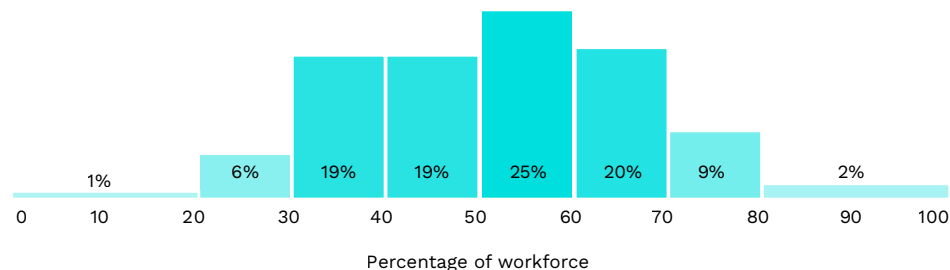
Fifty-six percent of clients say that over half of their workforces will need very different skills in the next three years. These are likely to be in the technology space. Over a third of clients ranked data and analytics, cybersecurity, and the use of new technologies as one of the top three skills that their workforce will need.

This offers opportunities for firms to meet the needs that clients can't currently meet themselves, particularly in the technology space.

The fact that clients need new skills adds another layer of opportunity for firms, too. While client staff working alongside consultants and learning new skills from them isn't an explicit part of the deal, it can add extra value, and firms will want to factor it in the way that they pitch.

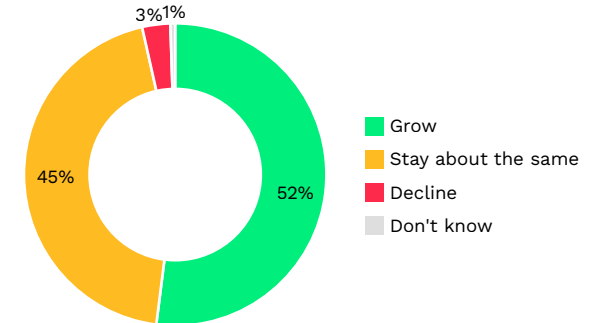
**Figure 20**

In your opinion, what proportion of your workforce is likely to need very different skills in the next three years?



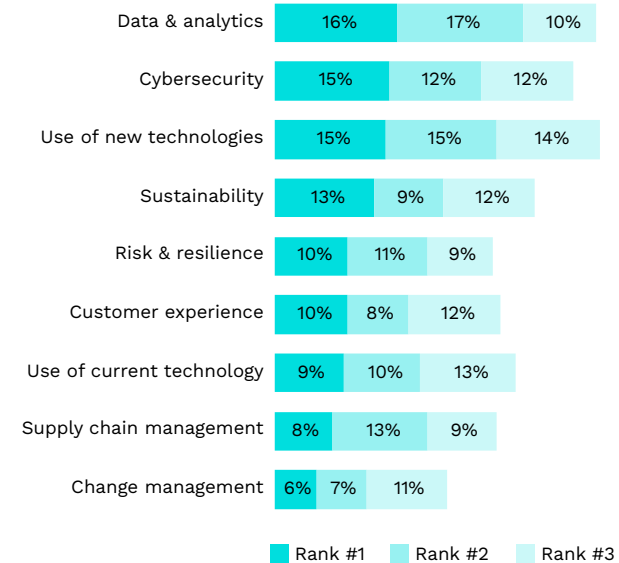
**Figure 19**

Do you expect your headcount will change over the next 12 months?



**Figure 21**

Which three areas are these new skills most likely to be in?



## Two thirds of clients feel that they are spending about the right amount on consultants

Two thirds of clients who had their confidence significantly reduced by macroeconomic headwinds were trying to completely descope or cancel work. Elsewhere, where clients felt less buffeted by the vicissitudes of economic problems, we saw less work being canceled and more work being restructured.

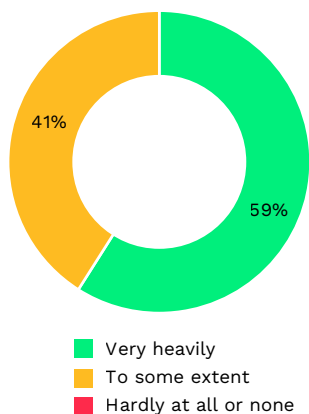
Overall, 39% of clients said that they had completely canceled a lot of work, a figure which is nine percentage points lower than the equivalent figure from 2024. In 2025, there was an uptick of six percentage points of clients who said that they weren't descope or canceling work at all.

This reflects broader confidence from clients as they move into 2025. Our survey shows that firms are pitching about the right amount of work, and clients are responding to that. In total, 80% of clients felt that they were spending the amount that they had planned on consulting. Given that 60% of clients from our survey are heavy users of consulting, this is very optimistic for firms.

However, one fifth of clients still felt that they were overspending, and firms should continue to be careful that their clients aren't among those who feel this way.

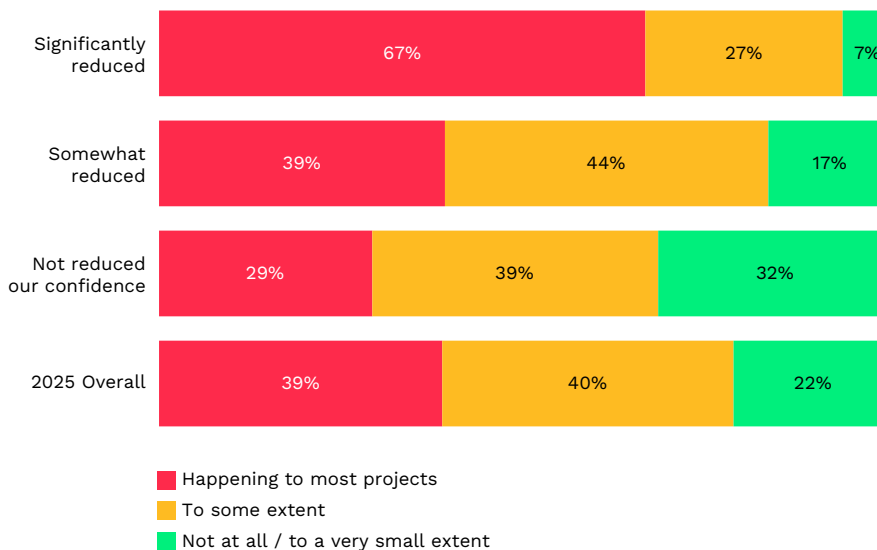
**Figure 26**

To what extent does your organization as a whole use consulting services?



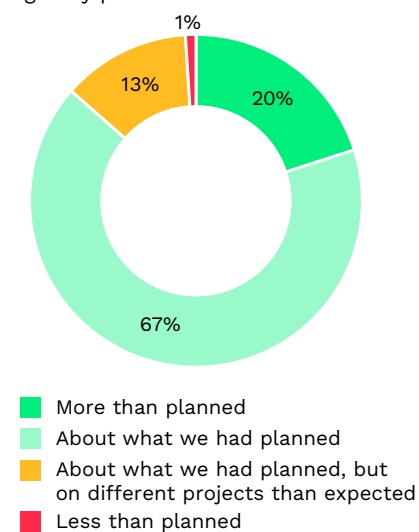
**Figure 27**

To what extent have you canceled, descope, or deferred consulting projects in the last year?



**Figure 28**

Did your function spend more or less on consulting last year than you had originally planned?





4

**“Across the board, there’s been significant pricing pressure for the last couple of years. When we sell large pieces of work, we’re being asked to split it into different pieces.”**

Chiaki Nishino, Prophet

## Implications for firms

Clients believe prices are going up because firms have more proprietary technology and expertise .....36

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## Clients will be evaluating proposals based on the solutions, expertise, and price that firms offer

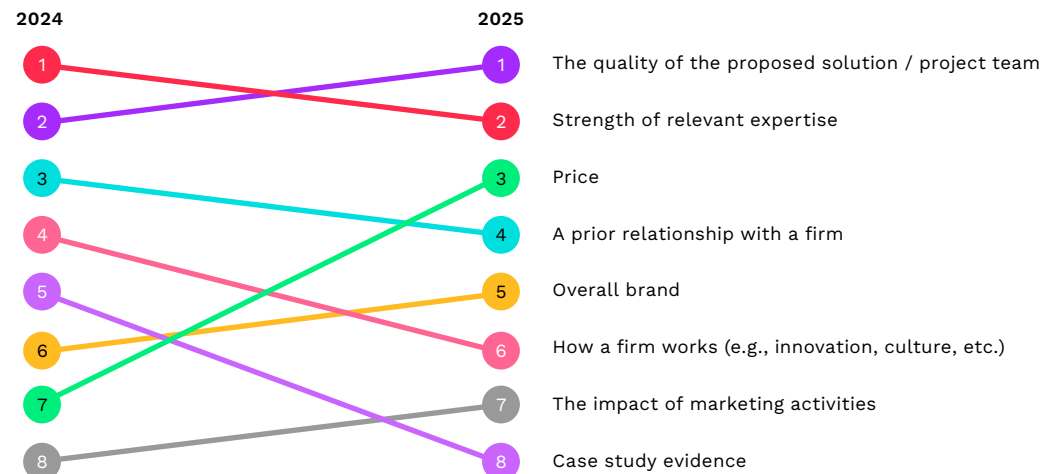
When asked about the factors they rely on to choose between shortlisted firms, clients in the US market have listed the same top three concerns for two years running; they want a high-quality set of solutions and project team, strong relevant expertise, and for firms to be considering price. Price matters, but if firms can meet the first two criteria, clients are more likely to be comfortable with higher prices.

Clients' choice of firm is also affected by their prior relationships, the fourth most mentioned factor. Relationships have always been important in the professional services industry, and experience of a firm's work is hard to beat as an assurance of the quality of their outputs (provided, of course, that that experience has been good). However, that doesn't mean the door is always closed to new firms. Pitches that emphasize clients' top three most important considerations are likely to resonate with clients. What's more, our data suggests that clients are not completely happy with the experience they've had with their existing advisers.

In 2024, just 5% of clients in the US said that they didn't want their relationship with firms to change, and as Figure 35 shows, that proportion dropped to 3% in 2025. To fight this dissatisfaction, firms should offer formal conversations around specific challenges in their field where possible, as nearly half of clients mentioned this was important to them. Additionally, firms need to make sure they are constantly examining and improving the dynamics of their relationships with clients where possible.

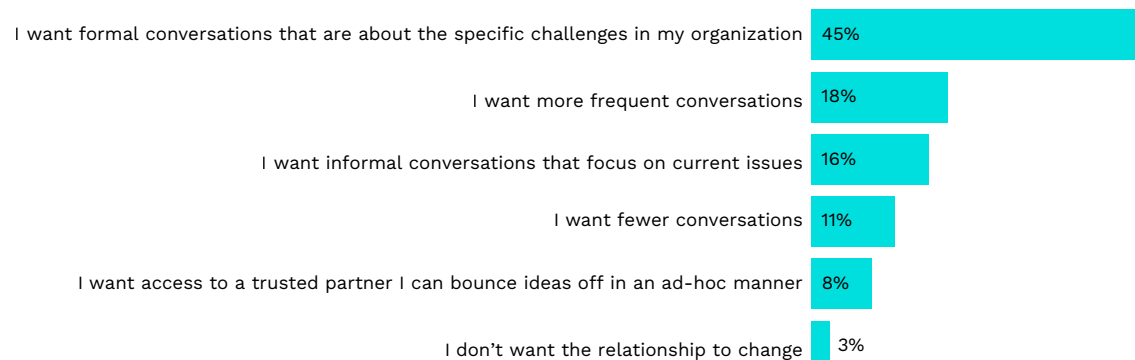
**Figure 34**

When you are considering which firm to choose from a shortlist, what are you most likely to rely on?



**Figure 35**

How would you like the relationship you have with consulting firms to change?



5



**“In many of our service areas, the fundamental business problems we’re helping our clients with aren’t fundamentally different, but how we fix those problems and the resources we apply to them are changing dramatically.”**

**Michael Brauneis, Protiviti**

## Insights from consultants

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6

**“There’s a challenge for the Big Four because as they start implementing some of their end-to-end AI solutions, they’re going to need industry expertise.”**

**Robert Henske, Roland Berger**

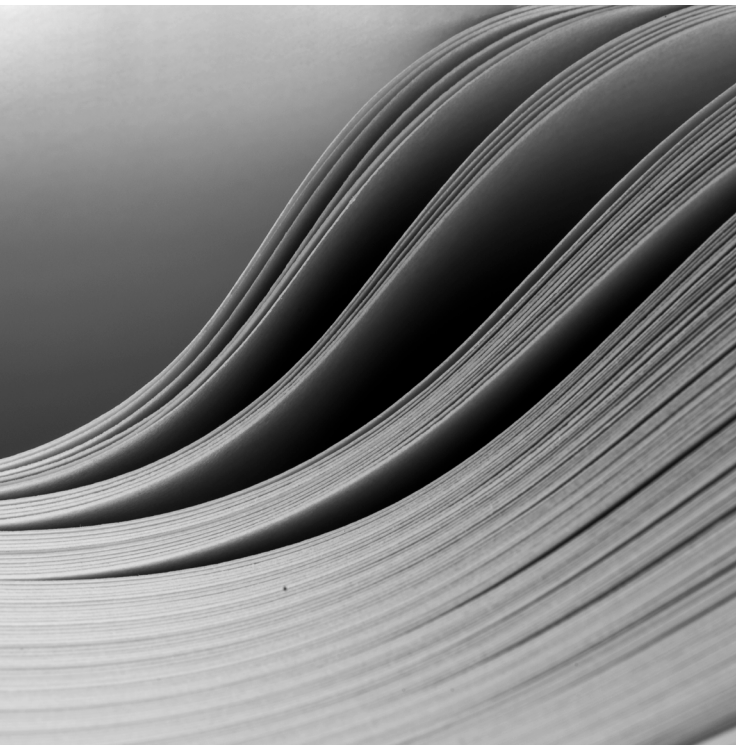
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# Our approach to gathering data

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

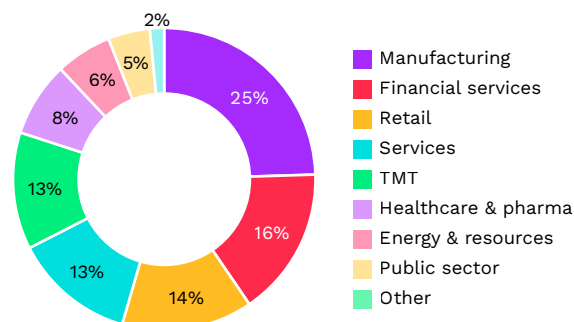
## Insights from consultants

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.

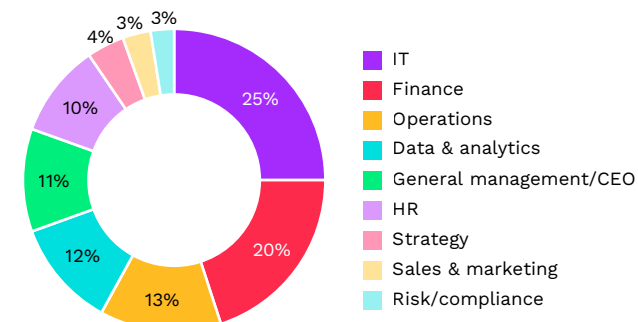
## In-depth desk research

We also conducted a thorough PEST analysis in the US 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.

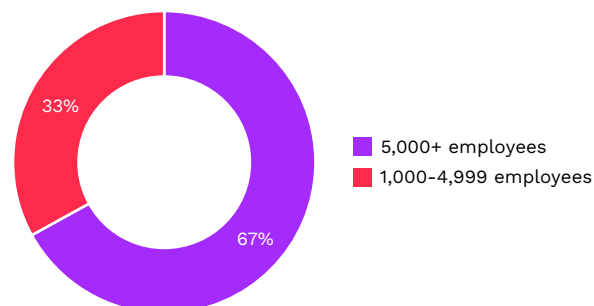
Respondents by sector



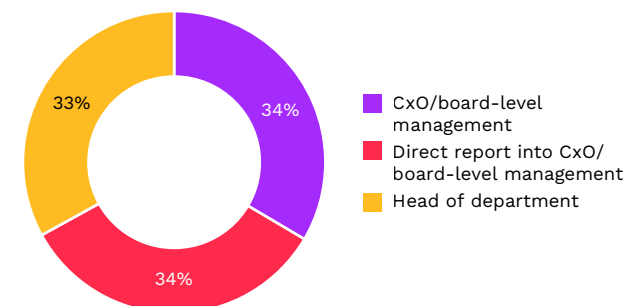
Respondents by function



Respondents by organization 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 organizations, religious, political and professional membership organizations, 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 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, Organizational design & culture, Organizational 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, Program 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 modeling, 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 visualization, 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

## Peter Curry

Peter is a Senior Research Analyst at Source. He is part of the Market Trends team, leveraging insights from his multidisciplinary background to help give people the information they need to make the right decisions. Before joining Source, he completed a Masters in Cognitive Neuroscience and worked as podcast producer across a wide variety of topics, including history and mental health.

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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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