

Market Share Analysis: Consulting Services, Worldwide, 2021

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By Analyst(s): Neha Sethi, Chrissy Healey, Brendan Williams

Initiatives: [Technology Market Essentials](#)

The consulting service market grew 16.4% in U.S. dollars in 2021 to \$234.4 billion. Consulting services experienced high demand as global markets recovered from pandemic disruption with clients accelerating their digital transformation using hybrid cloud and AI to capture new growth opportunities.

Overview

Key Market Findings

- The consulting service market grew at an annual growth rate (AGR) of 16.4% in U.S. dollars in 2021, up from -1.1% in 2020.
- Acquisitions are a lever that providers can use to address the talent crunch challenge by filling scale gaps via “acqui-hiring.” The top 10 consulting providers made a significant number of acquisitions in 2021 compared to the previous three years. Focus remained on adding scale and depth in the area of digital-enabling technology, with cloud being the primary capability.
- Despite showing signs of recovery, spending on consulting services within the transportation sector continued to experience headwinds associated with lower levels of travel. It saw the lowest growth of 13.6% in U.S. dollars (10.9% in constant currency [CC]) compared to all other verticals in 2021.

Vendor Performance Highlights

- The top 20 consulting providers collectively gained 0.2% market share in 2021, thereby increasing their share from 67.5% in 2020 to 67.7% in 2021.
- All three strategy consulting firms — McKinsey & Company, Boston Consulting Group (BCG) and Bain & Co. — showed a very strong rebound in growth. McKinsey & Company experienced the highest growth of 24.1% in CC of the top 10 consulting providers on consulting revenue of \$13.4 billion in 2021. BCG and Bain & Co. grew 23.8% and 20.9% in CC respectively. This strong growth was partly attributable to an increase in volume and partly to an increase in pricing power.
- Accenture grew the slowest in CC of the top 10 consulting providers in 2021, with growth of 5.4% in CC (7.2% in U.S. dollars) on consulting revenue of \$11.4 billion. It dropped one market share position to No. 6 with a 4.9% share, just below McKinsey & Company, which had a market share of 5.7% in 2021.

Market Share Data

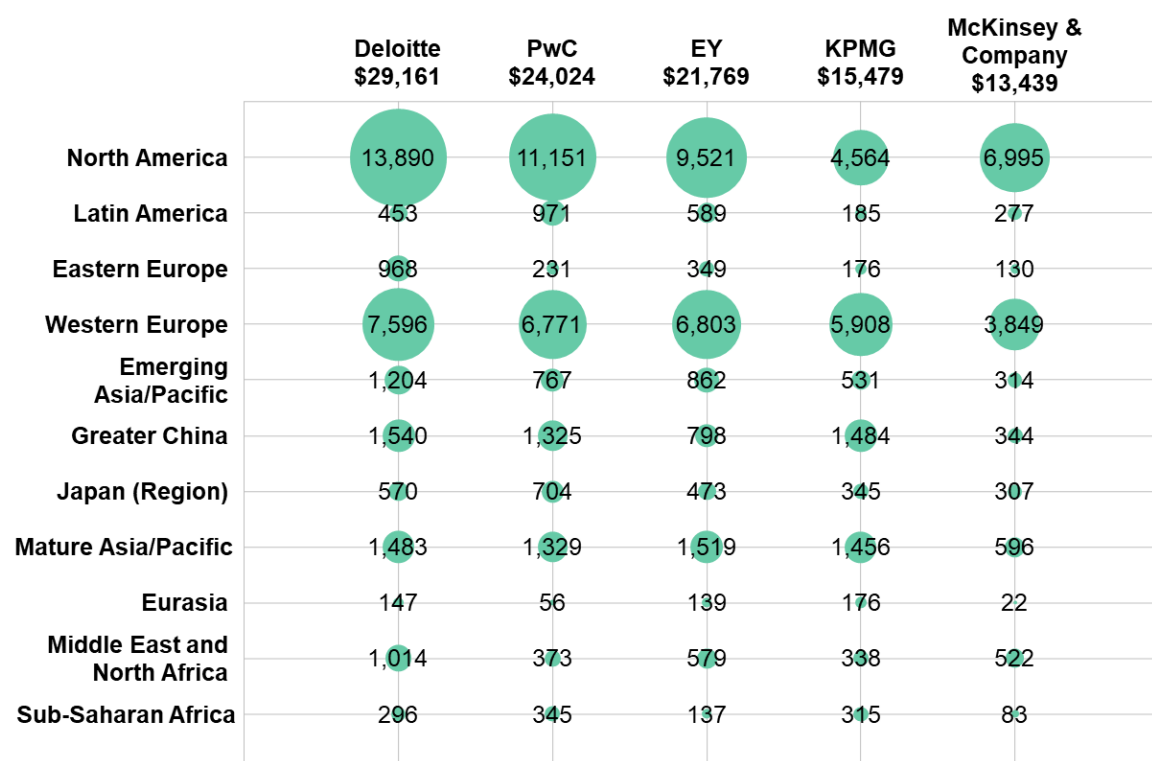
Figure 1 shows the geographic revenue for the top five consultancies. The leading players in the global consulting market generate the bulk of their consulting revenue from North America and Western Europe, which accounted for 45.4% and 30.9% of the worldwide consulting services market, respectively, in 2021.

Combining analysis of published financial results with Gartner's estimates of each vendor's business capabilities enables Gartner to publish the numbers in this document. Gartner gave all vendors the opportunity to validate this analysis.

Figure 1: Top Five Consulting Services Providers, Worldwide, 2021

Top Five Consulting Services Providers, Worldwide, 2021

Revenue (Millions of U.S. Dollars)



Source: Gartner (June 2022)

Note: The size of the bubble and value equal 2021 revenue (millions of U.S. dollars), and the color coding equals positive or negative year-over-year change. A green bubble represents positive change, and a red bubble represents negative change.

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In 2021, the top 10 consultancies held 58.3% market share (see Table 1), representing an increase of 0.4% compared to the market share held by the same group in 2020 (57.9%). The consulting market is much more consolidated than the overall IT services market, where the top 10 providers account for just 25.7%.

Table 1: Top 10 Consulting Providers by Revenue, Worldwide, 2021 (Millions of U.S. Dollars)

(Enlarged table in Appendix)

2020 Rank	2021 Rank	Change in Rank	Vendor	2020 Consulting Revenue	2021 Consulting Revenue	2020 Market Share (%)	2021 Market Share (%)	AGR	AGR in CC
1	1	-	Deloitte	24,318	29,161	12.1%	12.4%	19.9%	17.2%
2	2	-	PwC	20,755	24,024	10.3%	10.2%	15.8%	13.1%
3	3	-	EY	18,457	21,769	9.2%	9.3%	17.9%	15.1%
4	4	-	KPMG	13,790	15,479	6.8%	6.6%	12.2%	8.6%
6	5	▲ 1	McKinsey & Company	10,636	13,439	5.3%	5.7%	26.3%	24.1%
5	6	▼ 1	Accenture	10,637	11,403	5.3%	4.9%	7.2%	5.4%
7	7	-	Boston Consulting Group (BCG)	7,363	9,303	3.7%	4.0%	26.4%	23.8%
8	8	-	Bain & Co.	3,887	4,790	1.9%	2.0%	23.2%	20.9%
9	9	-	Booz Allen Hamilton	3,575	3,826	1.8%	1.6%	7.0%	7.0%
10	10	-	IBM	3,257	3,577	1.6%	1.5%	9.8%	8.1%
			Other IT Services Providers	84,734	97,655	42.1%	41.7%	15.2%	12.6%
			Total Market	201,411	234,425	100.0%	100.0%	16.4%	13.8%

AGR = annual growth rate; CC = constant currency

Source: Gartner (June 2022)

Table 2 shows the revenue performance of the top 10 business consulting providers in 2021.

Table 2: Top 10 Business Consulting Providers by Revenue, Worldwide, 2021 (Millions of U.S. Dollars)

(Enlarged table in Appendix)

2020 Rank	2021 Rank	Change in Rank	Vendor	2020 Consulting Revenue	2021 Consulting Revenue	2020 Market Share (%)	2021 Market Share (%)	AGR	AGR in CC
1	1	-	Deloitte	14,810	17,569	13.5%	13.7%	18.6%	15.9%
2	2	-	EY	14,666	17,145	13.3%	13.4%	16.9%	14.1%
3	3	-	PwC	14,425	16,661	13.1%	13.0%	15.5%	12.9%
4	4	-	KPMG	11,667	13,080	10.6%	10.2%	12.1%	8.5%
5	5	-	McKinsey & Company	8,083	10,196	7.4%	7.9%	26.1%	23.9%
6	6	-	Boston Consulting Group (BCG)	6,027	7,605	5.5%	5.9%	26.2%	23.7%
7	7	-	Accenture	5,170	5,525	4.7%	4.3%	6.9%	5.1%
8	8	-	Bain & Co.	3,339	4,111	3.0%	3.2%	23.1%	20.8%
10	9	▲ 1	Oliver Wyman	1,638	2,028	1.5%	1.6%	23.8%	21.0%
9	10	▼ 1	Grant Thornton	1,711	1,903	1.6%	1.5%	11.2%	8.6%
			Other IT Services Providers	28,369	32,530	25.8%	25.3%	14.7%	12.1%
			Total Market	109,904	128,353	100.0%	100.0%	16.8%	14.1%

AGR = annual growth rate; CC = constant currency

Source: Gartner (June 2022)

Table 3 shows the revenue performance of the top 10 technology consulting providers in 2021.

Table 3: Top 10 Technology Consulting Providers by Revenue, Worldwide, 2021 (Millions of U.S. Dollars)

(Enlarged table in Appendix)

2020 Rank	2021 Rank	Change in Rank	Vendor	2020 Consulting Revenue	2021 Consulting Revenue	2020 Market Share (%)	2021 Market Share (%)	AGR	AGR in CC
1	1	-	Deloitte	9,508	11,592	10.4%	10.9%	21.9%	19.1%
2	2	-	PwC	6,330	7,363	6.9%	6.9%	16.3%	13.6%
3	3	-	Accenture	5,468	5,878	6.0%	5.5%	7.5%	5.7%
4	4	-	EY	3,791	4,624	4.1%	4.4%	22.0%	19.1%
6	5	▲ 1	McKinsey & Company	2,553	3,243	2.8%	3.1%	27.0%	24.7%
8	6	▲ 2	Leidos	2,498	2,867	2.7%	2.7%	14.8%	14.1%
5	7	▼ 2	IBM	2,603	2,862	2.8%	2.7%	10.0%	8.2%
7	8	▼ 1	Booz Allen Hamilton	2,499	2,679	2.7%	2.5%	7.2%	7.2%
9	9	-	Microsoft	2,220	2,467	2.4%	2.3%	11.1%	9.0%
10	10	-	KPMG	2,124	2,398	2.3%	2.3%	12.9%	9.3%
			Other IT Services Providers	51,913	60,100	56.7%	56.7%	15.8%	13.1%
			Total Market	91,507	106,072	100.0%	100.0%	15.9%	13.5%

AGR = annual growth rate; CC = constant currency

Source: Gartner (June 2022)

Overall Market Segment Performance Analysis

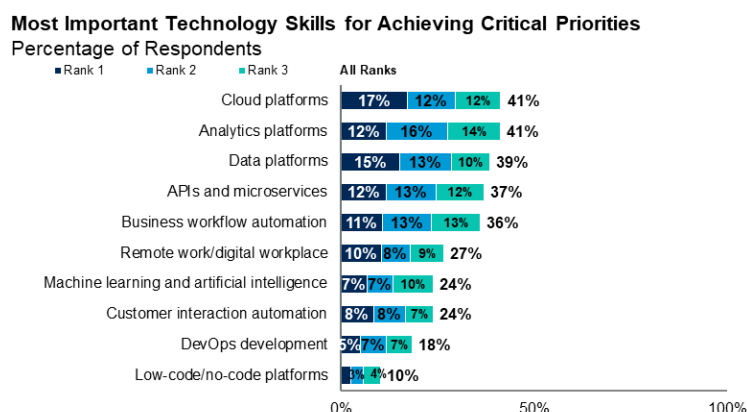
The Ongoing “Talent Crunch” Forced Organizations to Increase Their Reliance on External Consultants

Accelerated digital business transformation is driving the post COVID-19 talent crunch. Organizations are struggling to achieve their growth ambitions through internal resources and capabilities as digital business becomes a more important part of their strategies. The rising employee attrition has further exacerbated the issue. Organizations are finding it hard to hire and retain the in-house talent with the necessary digital skill sets. This has led to the increased willingness of potential buyers to engage with external advisors as opposed to doing the work in question themselves (see [Forecast Analysis: Digital Business Consulting Services, Worldwide](#)).

In the wake of disruption wrought by COVID-19, there has been an increase in the degree and pace of strategic change. Hence, many clients choose to work with consultants not only because they bring needed strategic advice but also because they enable the client to move faster. The ongoing shortage of talent with the right digital skills has manifested itself in a frustration with a lack of internal organizational competencies required to execute a digital business growth strategy. As Figure 2 shows, CIOs believe that digital technology skills — in particular those related to cloud, analytics and data platforms — will be crucial to their organizations’ ability to achieve their near-term objectives.

In turn, consulting firms that want to keep pace with the growth opportunity need to deliver compelling employee value propositions to retain their own staff. Rightsizing compensation, actively focusing on performance management, and providing unique growth opportunities are critical to maintaining highly skilled resources (see [IT Services Talent Crunch: 5 Urgent Levers for Tech CEOs to Attract and Retain Staff](#)).

Figure 2: Most Important Technology Skills for Achieving Critical Priorities — CIO



n = 2,358 CIOs and technology executives answering
Q. Rank the top three technology skills that will be most important to achieving your enterprise's crucial priorities over the next 12 months.
Source: 2022 Gartner CIO and Technology Executive Survey
ID: 765406

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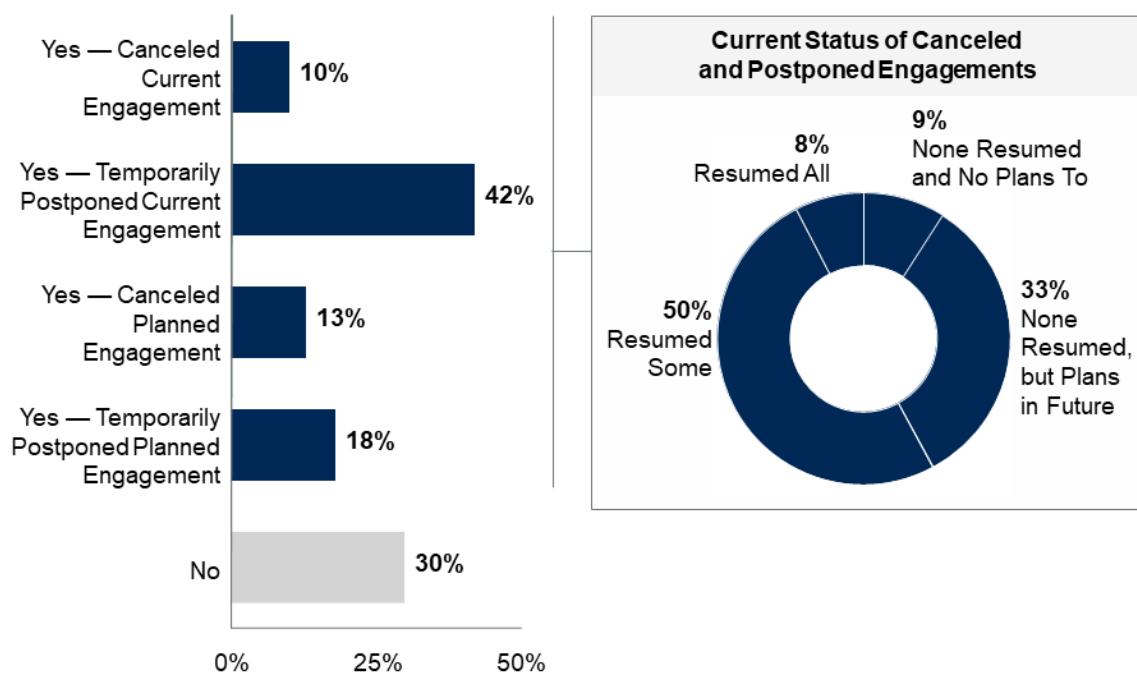
Demand for Consulting Services Accelerated With Increasing Demand for Digital Business

According to the 2020 Gartner End-User IT Services Study, 70% of the respondents involved in their organizations' IT services initiatives reported that their organization canceled or postponed engagements in 2020 due to COVID-19 (see Figure 3). However, in the majority of cases, spending was postponed and not canceled completely. By the end of 2020, 58% of respondents pointed out that their organization had resumed at least some of these engagements. A further 33% had not yet resumed the engagements, but planned to do so. The level of uncertainty regarding buyer demand has reduced considerably.

Figure 3: Canceled or Postponed IT Services Engagements Due to COVID-19 and Current Status

Canceled or Postponed IT Services Engagements Due to COVID-19 and Current Status

Percentage of Respondents



n = 724, excludes "not sure"; 508 canceled or postponed engagements

Q: Has your organization either canceled or temporarily postponed any planned or current consulting or outsourcing engagements since the start of the COVID-19 pandemic? Please select all that apply.

Q: Has your organization already resumed — or plan to resume — any consulting or outsourcing engagements that were canceled or temporarily postponed?

Source: 2020 Gartner End-User IT Services Study
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IT services buyers increased their spending because they recognized the importance of digital business to their ability to rebound from the pandemic. Across all industries and all sizes of business, enterprises accelerated digital business transformation as organizations globally embraced remote work, automation and contactless commerce for business continuity. Through 2025, 75% of enterprises will expedite digital business transformation plans, resulting in the need for consulting, transformation and support services for the next decade, up from 25% in 2019 (see [Market Opportunity Map: IT Services, Worldwide](#)). According to the 2021 Gartner Digital Business Acceleration Survey, 84% of organizations plan to increase funding for digital innovation through 2021 and 2022 by at least a small amount, including 38% planning a significant increase. Similar ratios of the survey respondents plan to increase the rate of new digital product or service introduction.

Pivot to Breakthrough Productivity Was a Key Focus for Technology Agendas

Technological change is driving business leaders to review and update their business strategies even more frequently. If applied correctly, technology can drive productivity increases. But in recent years, a lot of digital effort has tended to be invested in marketing and selling, as well as in product and customer experience innovation, rather than in core redesign to create breakthrough internal operating efficiency. A new technological focus on breakthrough — not just incremental — productivity is likely needed to thwart inflation later in 2022, 2023 and beyond.

Rising inflation is sticky and might become long-term. A deeper, more direct strategy on productivity engineering can help restructure the cost base to compensate. At the beginning of 2022, CEOs were not thinking much about productivity and efficiency. They have tended to delegate the matter and treat it as secondary consideration. Now, inflation is rising, further exacerbated by the Russian invasion of Ukraine. If we look back at the 1970s and 1980s, inflation was a major feature of the business landscape and not peripheral to CEO thinking. This scenario is likely to return. Without it, passing input costs on to customers in the form of higher prices can start to become difficult and ultimately erode profit margins (see [2022 CEO Survey — The Year Perspectives Changed](#)). As business leaders and CEOs seek a strategy that will enable them to continue to compete effectively and grow, they will seek breakthrough productivity gains through a redesigned operating strategy. In addition, their need for sustainable processes and systems requires rethinking and redesigning the typical operating paradigm. Consulting firms that want to create value given this new environment will be poised for growth.

Top Vendors Analyzed

Deloitte

Deloitte maintained its No. 1 spot in the global consulting market and continues to be the No. 1 provider of both business consulting and technology consulting services. Deloitte's consulting revenue grew by 17.2% in CC in 2021, above the overall consulting market growth of 13.8% in CC. Deloitte generated \$29.2 billion in annual consulting revenue, with market share of 12.4% in 2021, up from 12.1% in 2020. More than 50% of Deloitte's consulting business is in the U.S. (44.2% of total consulting) followed by the U.K. (9.3% of total consulting). Deloitte experienced the highest growth in CC in its Western Europe business, which grew by 23.7% in CC, followed by Middle East and North Africa business, which grew by 21.8% in CC. Deloitte's primary industry verticals in consulting are banking and investment services (19.5% of total consulting), retail (16.0% of total consulting), and manufacturing and natural resources (15.8% of total consulting). Deloitte also remained as the largest security consulting services provider in 2021, where it grew by 16.9% in 2021.

Deloitte provides consulting in strategy, operations, human capital management, marketing, customer engagement, risk management, security and financial management. Deloitte saw an increase in demand for services related to digital business transformation, supply chain risks and disruption, cyber risks, pandemic response and stimulus, workforce strategies, sustainability reporting, business continuity and financial management, and technology and digital solutions in 2021. It made several acquisitions in 2021, including Root9B, Sentek Consulting, The Working Group and MarketRedesign, aligned with the areas of cybersecurity, cloud, SaaS, operate, AI/analytics and other business and IT services-related capabilities.

PwC

PwC ranks No. 2 in consulting overall. Breaking this down to a more granular level, PwC ranks No. 2 in technology consulting and No. 3 in business consulting in the overall IT services market. PwC's consulting revenue grew 13.1% in CC in 2021, slightly below the overall consulting market growth of 13.8% in CC. PwC had a 10.2% consulting market share and generated \$24.0 billion in annual consulting revenue in 2021. PwC's security consulting business accounted for about 11% of its consulting revenue and grew 9.8% in U.S. dollars in 2021. The majority of PwC's consulting revenue is in the U.S. (42.7% of total consulting), followed by the U.K. (9.7% of the total consulting). PwC's largest industry verticals in consulting are banking and investment services (19.8% of total consulting), communications, media and services (15.4% of total consulting), and healthcare and life sciences (13.8% of total consulting).

PwC continues to invest in training and development of its people, in new products and services, and in building its capabilities in technology, cloud, cybersecurity and digital transformation. In 2021, PwC made a number of acquisitions, including 67rockwell Consulting, Avaleris, WebSecure Technologies and Drozak Consulting, focused in the areas of insurance, cybersecurity and procurement.

EY

EY maintained its market share position as the third-largest provider of consulting services, with a 9.3% share of the global consulting market in 2021. EY's consulting revenue grew 15.1% in CC to reach \$21.8 billion in 2021. About half of EY's consulting revenue is from the U.S. and U.K. markets (40.1% and 9.2% of total consulting, respectively). In 2021, EY's consulting business grew in nearly all regions globally. EY's largest industry verticals in consulting are banking and investment services (26.6% of total consulting), manufacturing and natural resources (23.0% of total consulting), and communications, media and services (15.0% of total consulting). EY grew its consulting business in all industry verticals except oil and gas.

EY's consulting organization is structured across three pillars: business consulting, technology consulting and people consulting. The business consulting practice offers capabilities across the transformation spectrum, including enterprise risk, technology risk, finance, and supply chain and operations. The technology consulting practice provides data and analytics, cybersecurity, digital and emerging technologies, technology solution delivery and technology transformation, with people services at the core offering workforce and integrated mobility consulting. Moreover, a portion of EY's consulting business comes from its transaction organization, Parthenon, which has strong digital capabilities, enabled via assets that help in value creation for private equity, restructuring and transactions for global corporations. In September 2021, EY announced a three-year expansion plan and a combined investment of \$10 billion between FY22 and FY24, which supports the EY NextWave strategy launched in FY20, to further expand its capabilities. It will continue to focus on new and emerging technology, including AI, machine learning and predictive analytics, and extend the range of digital offerings and services through a diversified ecosystem of strategic alliances. In 2021, EY made a number of acquisitions, including Partners Digital, SecureWorx, Lane4 Management Group Holdings (Lane4) and Tao Leadership, focused in the areas of SAP, cybersecurity and HR advisory.

KPMG

KPMG grew its consulting revenue by 8.6% in CC to reach \$15.5 billion in 2021. KPMG maintained its No. 4 spot in the global consulting market, surpassing McKinsey & Company by only \$2.0 billion in annual consulting revenue, with a consulting market share of 6.6% in 2021. KPMG's consulting business is geographically diverse, with only 43.8% of its revenue coming from its three largest markets: the U.S. (26.0% of total consulting), China (9.2% of total consulting) and the U.K. (8.6% of total consulting). KPMG's primary industry verticals in consulting include communications, media and services (25.2% of total consulting), banking and investment services (19.0% of total consulting), and government (15.4% of total consulting).

KPMG focuses on stimulating technology innovation, exploring data-driven technologies and applying design thinking for business model innovation through its Lighthouse centers of excellence, several global alliances and co-innovation initiatives with clients in its Ignition Centers. KPMG also continues to drive its multiyear \$5 billion plan, announced in December 2019, to invest in technology, people and innovation. During its FY21, KPMG launched a new global delivery network (KDN) to provide large-scale, cross-functional capabilities across all three functions. In 2021, KPMG made two acquisitions, Certus APAC and Lacroix Allaire Héroux Beaudry, to scale capabilities in the areas of Oracle Cloud implementation services and accounting and financial.

McKinsey & Company

McKinsey & Company was the fastest growing of the top 10 consulting providers, growing its consulting revenue by 24.1% in CC to reach \$13.4 billion in 2021. McKinsey & Company's growth, which was almost entirely organic, significantly outperformed the overall consulting market, which grew at 13.8% in CC. This was a remarkable turnaround from 2020, when McKinsey & Company's consulting business didn't grow at all. This growth was driven by a sharp rebound in demand for strategy and transformation advice as clients accelerated their digital investments and renewed their focus on growth with pandemic headwinds beginning to ease in many markets. McKinsey & Company moved up one market share position to become the fifth-largest provider of consulting services globally, increasing its market share from 5.3% in 2020 to 5.7% in 2021. More than 55% of McKinsey & Company's consulting revenue is combined in two regions: the U.S. (49.1% of total consulting) and the U.K. (6.2% of total consulting). McKinsey & Company's consulting revenue grew by double digits in CC in all regions. McKinsey & Company serves clients in all major industries, with a majority share in consulting in banking and investment services (25.2% of total consulting), manufacturing and natural resources (19.5% of total consulting) and retail (12.9% of total consulting). It saw double-digit growth in CC in consulting in all client verticals except healthcare and life sciences.

McKinsey & Company primarily offers strategy and operations consulting services. Through its McKinsey Digital practice, McKinsey & Company offers digital business consulting services that range from optimizing operations to product and service design and business model transformation. In 2021, McKinsey & Company made five acquisitions, primarily focused in the areas of cloud, sustainability and digital innovation.

Accenture

Accenture generated \$11.4 billion in annual consulting revenue and grew 7.2% in U.S. dollars (5.4% in CC). Accenture had 4.9% consulting market share in 2021, a decline from 5.3% consulting market share in 2020. Accenture ranks No. 6 in consulting overall. Breaking this down to a more granular level, Accenture ranks No. 3 in technology consulting and No. 7 in business consulting overall. More than 60% of Accenture's consulting business is focused in three countries: the U.S. (45.7% of total consulting), Japan (9.0% of total consulting) and the U.K. (8.0% of total consulting). In 2021, Accenture continued to experience high growth in CC (over 9.0% in CC) in consulting in its Japan, China and India businesses. Accenture's largest industries in consulting are communications, media and services (20.3% of total consulting); banking and investment services (13.6% of total consulting); and government (11.9% of total consulting).

In September 2020, Accenture announced the formation of Accenture Cloud First with a \$3 billion investment over three years to help clients across all industries become "cloud first" businesses and accelerate their digital transformation. A broad talent base in Accenture Song (previously known as Accenture Interactive), combined with its Applied Intelligence and Industry X networks embedded across its services, enables Accenture to deliver digital services at the global scale to the largest enterprise organizations. Accenture's consulting practices provide industry-specific consulting services, and functional and technology consulting services. Its functional and consulting services include finance and enterprise value, supply chain and operations, talent and organization, customer and sales, technology strategy and advisory, and leadership and enterprise strategy.

Accenture remained highly acquisitive, compared to its competitors, while investing an overall \$4.2 billion in acquisitions, and \$1.1 billion in R&D in assets, platforms and industry solutions in its fiscal year 2021. Focus remained on adding geographic and industry breadth and creating new digital products and services for clients globally, with over 50 acquisitions in 2021, including Wolox, Cygni, LEXTA, Root, Electro80 and Pollux related to digital-enabling technology and digital design and innovation capabilities. Accenture tucks these acquisitions primarily under its Industry X practice, one of Accenture's top focus areas in terms of acquisition strategy (alongside digital design and innovation acquisitions). Other key acquisition areas included data and analytics, cloud, supply chain, and platform services.

Boston Consulting Group

Boston Consulting Group (BCG) increased its consulting revenue by 23.8% in CC to an estimated \$9.3 billion in 2021, giving it the second-highest growth in CC among the top 10 consulting providers. This increase came primarily through organic growth. Demand was broad-based across all major areas of BCG's business, though sustainability consulting and artificial intelligence (AI) stand out as particularly important drivers of growth. BCG increased its consulting market share to 4.0% in 2021 from 3.7% in 2020. From a geographic perspective, Gartner estimates that BCG continued to derive the bulk of its consulting revenue from North America (45.4% of total consulting) and Western Europe (33.9% of total consulting). As per Gartner estimates, BCG experienced double-digit CC growth in all regions, except Eurasia. Gartner estimates that BCG's largest client industries by consulting revenue are banking and investment services (26.8% of total consulting), manufacturing and natural resources (17.8% of total consulting) and retail (12.3% of total consulting).

Since 2020, BCG has invested \$240 million to expand its climate partnerships, thought leadership, and capabilities. In July, 2021, BCG launched BCG Green Ventures, a new offering that is aimed at helping clients with sustainable product and service innovation. BCG drives its digital agenda integrated across its various practices. This includes its Technology Advantage practice along with several subsidiaries, such as:

- BCG GAMMA to conceptualize, build and deploy advanced data and analytics solutions
- BCG Platinion to design, build and implement client-specific products, platforms and solutions
- BCG Digital Ventures, which focuses on creating new market opportunities and uncovering new sources of competitive advantage

- BCG BrightHouse, which works with organizations to define and translate their purpose into value creation

Bain & Co.

Bain & Co. grew its consulting revenue by 20.9% in CC to an estimated \$4.8 billion in 2021 primarily through organic growth. Bain had the third-highest growth in CC among the top 10 consulting providers, with consulting market share of 2.0% in 2021. It retained its position as the eighth-largest consulting provider. Gartner estimates that most of Bain's consulting revenue is derived from its two largest markets, North America (49.5% of total consulting) and Western Europe (29.5% of total consulting). As per Gartner estimates, Bain's consulting business experienced double-digit growth in CC in 2021 in all regions, except Sub-Saharan Africa. Bain serves a broad set of client industries, although, as per Gartner estimates, it has an outsized presence in consulting in banking and investment services (25.9% of total consulting), manufacturing and natural resources (18.4% of total consulting) and communications, media and services (14.8% of total consulting).

Like its global strategy consulting peers, Bain has increased its digital business consulting capabilities in recent years spanning advanced analytics, automation, enterprise technology, partnership ecosystem, digital marketing, new business innovation, product and experience innovation, helping to better support its digital transformation services. Vector, Bain's integrated "Digital Delivery platform," brings together people, processes, technologies and ecosystem partnerships to help clients design, build and scale digital businesses. These investments paid off in 2021, as clients sought to accelerate their shift to digital business in the wake of the pandemic. In 2021, Bain & Co. made three acquisitions primarily focused in the area of digital-enabling technology.

Booz Allen Hamilton

Booz Allen Hamilton grew its consulting revenue by 7.0% in CC to reach \$3.8 billion in 2021. This was slower than its 7.7% CC growth in 2020, and only slightly more than half the 13.8% CC growth rate of the overall consulting market. Although Booz Allen Hamilton's share of the consulting market declined slightly from 1.8% in 2020 to 1.6% in 2021 because of this deceleration, the firm retained its position as the ninth-largest consulting provider. Booz Allen Hamilton's divergence from the market average is primarily a function of the unique nature of its primary client industry, the U.S. federal government. Of Booz Allen Hamilton's consulting business, 97.5% is focused in North America, almost exclusively in the public sector. This means that, of the largest consulting providers, Booz Allen Hamilton's business is the least correlated with the business cycle trends that influence demand in the private sector. Hence, Booz Allen Hamilton outperformed the market in 2020 when demand from the federal government outpaced demand in the private sector, but underperformed the market when private sector demand came roaring back in 2021.

Booz Allen Hamilton has a particular emphasis on serving the U.S. federal government clients in the defense, intelligence and homeland security subsectors. The remaining portion of Booz Allen Hamilton's consulting business is focused in the Middle East and North Africa region, where it grew 4.0% in CC in 2021.

Booz Allen Hamilton's main consulting offerings include strategy and change management; scenario analysis and planning; human capital management; and logistics, procurement, and program management. In 2021, Booz Allen Hamilton made two acquisitions — Tracepoint, to expand its position in the private sector cybersecurity market, and Liberty IT Solutions, to accelerate its digital transformation growth.

IBM

IBM's consulting revenue grew 8.1%* in CC to reach \$3.6 billion in 2021. IBM had 1.5% consulting market share in 2021, which is a slight decline from 1.6% consulting market share in 2020. The growth in IBM's consulting revenue was driven by digital transformation services focused on hybrid cloud and AI. In 2021, IBM acquired Taos and Nordcloud focused in the area of digital-enabling technology to strengthen its hybrid cloud consulting capability, an important aspect of its hybrid cloud platform growth strategy. IBM also acquired 7Summits, a Salesforce consultancy, to drive digital transformation for its clients.

Gartner estimates that more than 60% of IBM's consulting revenue is focused in two of its largest markets, North America (36.3% of total consulting) and Western Europe (28.5% of total consulting). As per Gartner estimates, IBM saw strong growth in CC in Emerging Asia/Pacific (9.8% in CC), North America (9.6% in CC), Sub-Saharan Africa (9.5% in CC) and Greater China (9.4% in CC), all of which grew above IBM's overall consulting growth of 8.1% in CC. Gartner estimates that IBM's largest industry verticals in consulting include communications, media and services (22.0% of total consulting), banking and securities (21.3% of total consulting), and government (11.2% of total consulting).

Most consulting is provided out of IBM Consulting (formerly IBM Global Business Services), particularly by IBM Consulting's Business Transformation Services unit. IBM offers business and technology consulting services spanning business design, business process operations, cognitive and analytics, Internet of Things (IoT), mobility, blockchain, and customer experience. Additional technology consulting, especially related to cloud architectures and migration, is provided by the Hybrid Cloud Services unit.

*This is considering the nonrestated revenue on account of divestment of a managed infrastructure services business, Kyndryl, in November 2021.

Mergers and Acquisitions

The top 10 consulting providers made over 100 acquisitions in 2021 (see Table 4), which amounts to a more significant number of acquisitions by these providers than in any of the three prior years. Cloud and cybersecurity were two of the largest focus areas for digital acquisition investment.

In past years, the top providers focused heavy investment in bringing in design skills and rounding out agency capabilities by purchasing digital design and innovation firms. However, in 2021, only nine such firms were acquired: seven by Accenture into its Accenture Interactive practice (renamed to Accenture Song) and two by Deloitte. Instead, providers chose to scale capabilities to create the pathway from consulting to implementation services with expertise in SAP, Salesforce, ServiceNow and Oracle, and in core functions like supply chain and HR. The U.S., with a total of 26 acquisitions, was a popular location for acquisitions, followed by the U.K. (14 acquisitions) and Australia (13 acquisitions).

Table 4: Acquisitions by the Top 10 Worldwide Consulting Providers in 2021
(Enlarged table in Appendix)

Team	Assigned Engineer	Start Time	Primary Task	Current Status	Assigned Role
Team Alpha	John Doe	10:00	Implement Feature X	In Progress	Frontend
	Jane Smith	10:30	Test Feature X	Not Started	QA
	Mike Johnson	11:00	Design Feature X	Not Started	Backend
	Sarah Brown	11:30	Review Feature X	Not Started	Product
	David Wilson	12:00	Deploy Feature X	Not Started	DevOps
Team Beta	Alice Davis	10:00	Implement Feature Y	In Progress	Frontend
	Bob Green	10:30	Test Feature Y	Not Started	QA
	Charlie White	11:00	Design Feature Y	Not Started	Backend
	Diana Black	11:30	Review Feature Y	Not Started	Product
	Eve Gold	12:00	Deploy Feature Y	Not Started	DevOps
Team Gamma	Frank Miller	10:00	Implement Feature Z	In Progress	Frontend
	Grace Lee	10:30	Test Feature Z	Not Started	QA
	Henry King	11:00	Design Feature Z	Not Started	Backend
	Ivy Scott	11:30	Review Feature Z	Not Started	Product
	Jack Adams	12:00	Deploy Feature Z	Not Started	DevOps
Team Delta	Karen Baker	10:00	Implement Feature A	In Progress	Frontend
	Liam Clark	10:30	Test Feature A	Not Started	QA
	Mia Evans	11:00	Design Feature A	Not Started	Backend
	Noah Hill	11:30	Review Feature A	Not Started	Product
	Olivia Young	12:00	Deploy Feature A	Not Started	DevOps
Team Epsilon	Peter Allen	10:00	Implement Feature B	In Progress	Frontend
	Quinn Baker	10:30	Test Feature B	Not Started	QA
	Rachel Carter	11:00	Design Feature B	Not Started	Backend
	Samuel Evans	11:30	Review Feature B	Not Started	Product
	Tina Green	12:00	Deploy Feature B	Not Started	DevOps
Team Zeta	Uma White	10:00	Implement Feature C	In Progress	Frontend
	Victor Black	10:30	Test Feature C	Not Started	QA
	Wendy Gold	11:00	Design Feature C	Not Started	Backend
	Xavier Silver	11:30	Review Feature C	Not Started	Product
	Yara Bronze	12:00	Deploy Feature C	Not Started	DevOps
Team Eta	Zoe Copper	10:00	Implement Feature D	In Progress	Frontend
	Adam Iron	10:30	Test Feature D	Not Started	QA
	Bella Steel	11:00	Design Feature D	Not Started	Backend
	Charlie Tin	11:30	Review Feature D	Not Started	Product
	Diana Lead	12:00	Deploy Feature D	Not Started	DevOps
Team Theta	Ethan Nickel	10:00	Implement Feature E	In Progress	Frontend
	Fiona Zinc	10:30	Test Feature E	Not Started	QA
	George Cad	11:00	Design Feature E	Not Started	Backend
	Hannah Silver	11:30	Review Feature E	Not Started	Product
	Ian Gold	12:00	Deploy Feature E	Not Started	DevOps
Team Iota	Jane Platinum	10:00	Implement Feature F	In Progress	Frontend
	John Palladium	10:30	Test Feature F	Not Started	QA
	Karen Rhodium	11:00	Design Feature F	Not Started	Backend
	Liam Iridium	11:30	Review Feature F	Not Started	Product
	Mia Osmium	12:00	Deploy Feature F	Not Started	DevOps
Team Kappa	Noah Titanium	10:00	Implement Feature G	In Progress	Frontend
	Olivia Silver	10:30	Test Feature G	Not Started	QA
	Peter Gold	11:00	Design Feature G	Not Started	Backend
	Quinn Bronze	11:30	Review Feature G	Not Started	Product
	Rachel Copper	12:00	Deploy Feature G	Not Started	DevOps
Team Lambda	Samuel Lead	10:00	Implement Feature H	In Progress	Frontend
	Tina Tin	10:30	Test Feature H	Not Started	QA
	Uma Zinc	11:00	Design Feature H	Not Started	Backend
	Victor Cad	11:30	Review Feature H	Not Started	Product
	Wendy Nickel	12:00	Deploy Feature H	Not Started	DevOps
Team Mu	Xavier Silver	10:00	Implement Feature I	In Progress	Frontend
	Yara Gold	10:30	Test Feature I	Not Started	QA
	Zoe Bronze	11:00	Design Feature I	Not Started	Backend
	Adam Copper	11:30	Review Feature I	Not Started	Product
	Bella Lead	12:00	Deploy Feature I	Not Started	DevOps
Team Nu	Charlie Tin	10:00	Implement Feature J	In Progress	Frontend
	Diana Lead	10:30	Test Feature J	Not Started	QA
	Ethan Silver	11:00	Design Feature J	Not Started	Backend
	Fiona Gold	11:30	Review Feature J	Not Started	Product
	George Bronze	12:00	Deploy Feature J	Not Started	DevOps
Team Xi	Hannah Copper	10:00	Implement Feature K	In Progress	Frontend
	Ian Lead	10:30	Test Feature K	Not Started	QA
	Jane Tin	11:00	Design Feature K	Not Started	Backend
	John Zinc	11:30	Review Feature K	Not Started	Product
	Karen Cad	12:00	Deploy Feature K	Not Started	DevOps
Team Omicron	Liam Nickel	10:00	Implement Feature L	In Progress	Frontend
	Mia Silver	10:30	Test Feature L	Not Started	QA
	Noah Gold	11:00	Design Feature L	Not Started	Backend
	Olivia Bronze	11:30	Review Feature L	Not Started	Product
	Peter Copper	12:00	Deploy Feature L	Not Started	DevOps
Team Pi	Quinn Lead	10:00	Implement Feature M	In Progress	Frontend
	Rachel Tin	10:30	Test Feature M	Not Started	QA

Evidence

The 2022 Gartner CEO and Senior Business Executive Survey: This survey was conducted to examine CEO and senior business executive views on current business issues, as well as some areas of technology agenda impact. The survey was conducted from July 2021 through December 2021, with questions about the period from 2021 through 2023. One-quarter of the survey sample was collected in July and August 2021, and three-quarters was collected in October through December 2021. In total, 410 actively employed CEOs, and other senior executive business leaders qualified and participated. The research was collected via 382 online surveys and 28 telephone interviews. The sample mix by role was CEOs (n = 253); CFOs (n = 88); COOs or other C-level executives (n = 19); and chairs, presidents or board directors (n = 50). The sample mix by location was North America (n = 176), Europe (n = 97), Asia/Pacific (n = 86), Latin America (n = 40), the Middle East (n = 4) and South Africa (n = 7). The sample mix by size was \$50 million to less than \$250 million (n = 58), \$250 million to less than \$1 billion (n = 81), \$1 billion to less than \$10 billion (n = 212) and \$10 billion or more (n = 59). Disclaimer: Results of this survey do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and companies surveyed.

The 2022 Gartner CIO and Technology Executive Survey: This survey was conducted to help CIOs and technology executives adopt business composability as a means to thrive during periods of volatility and uncertainty. It was conducted online from 3 May 2021 through 19 July 2021 among Gartner Executive Programs members and other technology executives. Qualified respondents are each the most senior IT leader (CIO) for their overall organization or a part of their organization (for example, a business unit or region). The total sample is 2,387, with representation from all geographies and industry sectors (public and private). Disclaimer: Results of this study do not represent global findings or the market as a whole but reflect sentiment of the respondents and companies surveyed.

The 2021 Gartner Digital Business Acceleration Survey: This survey was conducted to learn about organization-specific digital business acceleration actions and outcomes. The research was conducted online from 1 April through 2 May 2021 among 615 respondents from North America (n = 311), Western Europe (n = 202) and Asia/Pacific (n = 101). Respondents were screened for function, job category (directors and higher) and involvement in their enterprises' digital initiatives. Disclaimer: Results of this study do not represent global findings or the market as a whole but reflect sentiment of the respondents and companies surveyed.

The 2020 Gartner End-User IT Services Survey: This survey was conducted to understand changes in the buying patterns for IT services beyond the COVID-19 pandemic. This research was conducted online with an external partner from October through December 2020, among 732 respondents from organizations with annual revenue of more than \$50 million in North America (the U.S. and Canada), Western Europe (the U.K., France and Germany), Southern Europe (Spain and Italy) and Asia/Pacific (Australia, Hong Kong, India, Singapore and Japan). Industries surveyed include banking, manufacturing, communications, media, government, retail, wholesale, insurance, utilities, transportation, healthcare provider and education. Respondents were director level or higher decision makers or decision influencers in the selection of consulting or outsourcing services for their organization. They were also involved in the selection, evaluation or day-to-day management of at least one of the following consulting or outsourcing services in the past two years: business advisory consulting, technology advisory consulting, staff augmentation, software engineering, IT managed services and BPO. Disclaimer: Results of this survey do not represent global findings or the market as a whole, but do reflect the sentiments of the respondents and companies surveyed.

Document Revision History

[Market Share Analysis: Consulting Services, Worldwide, 2020 - 7 July 2021](#)

[Market Share Analysis: Consulting Services, Worldwide, 2019 - 13 May 2020](#)

[Market Share Analysis: Consulting Services, Worldwide, 2018 - 23 April 2019](#)

[Market Share Analysis: Consulting Services, Worldwide, 2017 - 19 June 2018](#)

[Market Share Analysis: Consulting Services, Worldwide, 2016 - 30 May 2017](#)

[Market Share Analysis: Consulting Services, Worldwide, 2015 - 12 May 2016](#)

[Market Share Analysis: Consulting Services, Worldwide, 2014 - 22 April 2015](#)

[Market Share Analysis: Consulting Services, Worldwide, 2013 - 8 May 2014](#)

[Market Share Analysis: Consulting Services, Worldwide, 2012 - 20 April 2013](#)

[Market Share Analysis: Consulting Services, Worldwide, 2011 - 23 April 2012](#)

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[Competitive Signals: IT Services Providers' Performance Snapshot, 4Q21](#)

[Forecast: IT Services, Worldwide, 2020-2026, 1Q22 Update](#)

[Market Definitions and Methodology: IT Services](#)

[Market Share: IT Services, Worldwide, 2021](#)

[Forecast Analysis: Digital Business Consulting Services, Worldwide](#)

[Forecast Analysis: Consulting Services, Worldwide](#)

[Consulting Providers Must Invest in Asset-Based Managed Services to Capture Strategy Consulting Opportunities](#)

[IT Services Talent Crunch: 5 Urgent Levers for Tech CEOs to Attract and Retain Staff](#)

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Table 1: Top 10 Consulting Providers by Revenue, Worldwide, 2021 (Millions of U.S. Dollars)

2020 Rank	2021 Rank	Change in Rank	Vendor	2020 Consulting Revenue	2021 Consulting Revenue	2020 Market Share (%)	2021 Market Share (%)	AGR	AGR in CC
1	1	-	Deloitte	24,318	29,161	12.1%	12.4%	19.9%	17.2%
2	2	-	PwC	20,755	24,024	10.3%	10.2%	15.8%	13.1%
3	3	-	EY	18,457	21,769	9.2%	9.3%	17.9%	15.1%
4	4	-	KPMG	13,790	15,479	6.8%	6.6%	12.2%	8.6%
6	5	▲ 1	McKinsey & Company	10,636	13,439	5.3%	5.7%	26.3%	24.1%
5	6	▼ 1	Accenture	10,637	11,403	5.3%	4.9%	7.2%	5.4%
7	7	-	Boston Consulting Group (BCG)	7,363	9,303	3.7%	4.0%	26.4%	23.8%
8	8	-	Bain & Co.	3,887	4,790	1.9%	2.0%	23.2%	20.9%
9	9	-	Booz Allen Hamilton	3,575	3,826	1.8%	1.6%	7.0%	7.0%
10	10	-	IBM	3,257	3,577	1.6%	1.5%	9.8%	8.1%
			Other IT Services	84,734	97,655	42.1%	41.7%	15.2%	12.6%

Providers							
Total Market	201,411	234,425	100.0%	100.0%	16.4%	13.8%	
AGR = annual growth rate; CC = constant currency							

Source: Gartner (June 2022)

Table 2: Top 10 Business Consulting Providers by Revenue, Worldwide, 2021 (Millions of U.S. Dollars)

2020 Rank	2021 Rank	Change in Rank	Vendor	2020 Consulting Revenue	2021 Consulting Revenue	2020 Market Share (%)	2021 Market Share (%)	AGR	AGR in CC
1	1	-	Deloitte	14,810	17,569	13.5%	13.7%	18.6%	15.9%
2	2	-	EY	14,666	17,145	13.3%	13.4%	16.9%	14.1%
3	3	-	PwC	14,425	16,661	13.1%	13.0%	15.5%	12.9%
4	4	-	KPMG	11,667	13,080	10.6%	10.2%	12.1%	8.5%
5	5	-	McKinsey & Company	8,083	10,196	7.4%	7.9%	26.1%	23.9%
6	6	-	Boston Consulting Group (BCG)	6,027	7,605	5.5%	5.9%	26.2%	23.7%
7	7	-	Accenture	5,170	5,525	4.7%	4.3%	6.9%	5.1%
8	8	-	Bain & Co.	3,339	4,111	3.0%	3.2%	23.1%	20.8%
10	9	▲ 1	Oliver Wyman	1,638	2,028	1.5%	1.6%	23.8%	21.0%
9	10	▼ 1	Grant Thornton	1,711	1,903	1.6%	1.5%	11.2%	8.6%
			Other IT Services	28,369	32,530	25.8%	25.3%	14.7%	12.1%

Providers							
Total Market	109,904	128,353	100.0%	100.0%	16.8%	14.1%	
AGR = annual growth rate; CC = constant currency							

Source: Gartner (June 2022)

Table 3: Top 10 Technology Consulting Providers by Revenue, Worldwide, 2021 (Millions of U.S. Dollars)

2020 Rank	2021 Rank	Change in Rank	Vendor	2020 Consulting Revenue	2021 Consulting Revenue	2020 Market Share (%)	2021 Market Share (%)	AGR	AGR in CC
1	1	-	Deloitte	9,508	11,592	10.4%	10.9%	21.9%	19.1%
2	2	-	PwC	6,330	7,363	6.9%	6.9%	16.3%	13.6%
3	3	-	Accenture	5,468	5,878	6.0%	5.5%	7.5%	5.7%
4	4	-	EY	3,791	4,624	4.1%	4.4%	22.0%	19.1%
6	5	▲ 1	McKinsey & Company	2,553	3,243	2.8%	3.1%	27.0%	24.7%
8	6	▲ 2	Leidos	2,498	2,867	2.7%	2.7%	14.8%	14.1%
5	7	▼ 2	IBM	2,603	2,862	2.8%	2.7%	10.0%	8.2%
7	8	▼ 1	Booz Allen Hamilton	2,499	2,679	2.7%	2.5%	7.2%	7.2%
9	9	-	Microsoft	2,220	2,467	2.4%	2.3%	11.1%	9.0%
10	10	-	KPMG	2,124	2,398	2.3%	2.3%	12.9%	9.3%
			Other IT Services Providers	51,913	60,100	56.7%	56.7%	15.8%	13.1%

Total Market

91,507

106,072

100.0%

100.0%

15.9%

13.5%

AGR = annual growth rate; CC = constant currency

Source: Gartner (June 2022)

Table 4: Acquisitions by the Top 10 Worldwide Consulting Providers in 2021

Buyer	Acquired Company	Time Period	Primary Consulting Capability or Expertise	Additional Capabilities, Expertise or Region
Accenture	Wolox	1H21	Cloud	Argentina
Accenture	Businet System	1H21	Salesforce	Japan
Accenture	Future State	1H21	Change Management	U.S.
Accenture	Edenhouse	1H21	SAP	U.K.
Accenture	Infinity Works	1H21	Cloud	U.K.
Accenture	GRA	1H21	Supply Chain	Australia
Accenture	Cirrus	1H21	Leadership and Talent	U.K.
Accenture	REPL Group	1H21	Retail	U.K.
Accenture	Imaginea	1H21	Cloud	U.S.
Accenture	fable+	1H21	Organization Transformation	Germany
Accenture	Core Compete	1H21	Cloud Analytics	U.S.
Accenture	Pollux	1H21	Robotics	Brazil
Accenture	Cygni	1H21	Cloud	Sweden
Accenture	Root	1H21	Change Management	U.S.
Accenture	Electro80	1H21	Operational Technology	Australia

Accenture	Homburg & Partner	1H21	Commercial Strategy, Sales and Pricing	Germany
Accenture	Industrie&Co	1H21	Cloud	Australia
Accenture	Entropia	1H21	Customer Experience	Singapore
Accenture	Sentor	1H21	Cybersecurity	Sweden
Accenture	ThinkTank	1H21	SaaS	U.S.
Accenture	Real Protect	1H21	Cybersecurity	Brazil
Accenture	Nell'Armonia	2H21	Enterprise Performance Management (EPM)	France
Accenture	Workforce Insight	2H21	Workforce Management	U.S.
Accenture	Ethica Consulting Group	2H21	SAP	Italy
Accenture	DI Square's consulting capabilities	2H21	Product Life Cycle Management (PLM) and Application Life Cycle Management (ALM)	Japan
Accenture	Exton Consulting	2H21	Financial Services	France
Accenture	LEXTA	2H21	IT Sourcing	Germany
Accenture	Gevity	2H21	Healthcare	Canada
Accenture	Blue Horseshoe	2H21	Supply Chain	U.S.
Accenture	HRC Retail Advisory	2H21	Retail	U.S.

Accenture	umlaut	2H21	Cloud, AI and 5G	Germany
Accenture	BENEXT	2H21	Cloud	France
Accenture	Experity	2H21	Customer Experience	Brazil
Accenture	Xoomworks Group	2H21	Procurement	U.K.
Accenture	BCS Consulting	2H21	Financial Services	U.K.
Accenture	T.A.Cook	2H21	Asset Performance Management	Germany
Accenture	Founders Intelligence	2H21		U.K.
Accenture	Tambourine	2H21	Digital Commerce	Japan
Accenture	Zestgroup	2H21	Sustainability	Netherlands
Accenture	Headspring	2H21	Cloud	U.S.
Accenture	King James Group	2H21	Digital Marketing	Australia
Accenture	BRIDGEi2i	2H21	AI and Analytics	India
Accenture	ClearEdge Partners	2H21	Procurement Spend Management	U.S.
Accenture	AppsPro	2H21	Oracle Cloud	Saudi Arabia
Accenture	Glamit	2H21	Digital Commerce	Argentina
Accenture	Advoco	2H21	SaaS	U.S.
Accenture	Wabion	2H21	Google Cloud	Germany

Accenture	Novetta	2H21	Advanced Analytics	U.S.
Accenture	Trivadis	2H21	Data and AI	Switzerland
Accenture	Openmind	2H21	E-Commerce	Italy
Accenture	Cloudworks	2H21	Oracle Cloud	Canada
Accenture	Linkbynet	2H21	Cloud	France
Accenture	CS Technology	2H21	Infrastructure Engineering	U.S.
Bain & Co.	Pangea	1H21	Data Science	Italy
Bain & Co.	Tech Economy	1H21	Private Equity	U.S.
Bain & Co.	OPEXEngine	2H21	SaaS	U.S.
Booz Allen Hamilton	Liberty IT Solutions	1H21	Digital Transformation	U.S.
Booz Allen Hamilton	Tracepoint	2H21	Cybersecurity	U.S.
Deloitte	HashedIn Technologies	1H21	Cloud	India
Deloitte	Root9B	1H21	Cybersecurity	U.S.
Deloitte	Focus IT	1H21	Oracle	Philippines
Deloitte	The Working Group	1H21	Cloud	Canada
Deloitte	Groundswell Group	1H21	AI and Cloud	Canada
Deloitte	Rice Warner	1H21	Wealth Management	Australia
Deloitte	Soda Strategic	1H21	Salesforce	Australia

Deloitte	Iperion Life Sciences Consultancy	1H21	Life Sciences	Netherlands
Deloitte	Fusion Labs	1H21		Australia
Deloitte	Syncronic	1H21	Supply Chain	Denmark
Deloitte	CloudQuest	1H21	Cybersecurity	U.S.
Deloitte	IntroV	1H21	CRM	Hong Kong
Deloitte	Terbium Labs	1H21	Cybersecurity	U.S.
Deloitte	Aptys Consulting	2H21	SAP	Belgium
Deloitte	Sentek Consulting	2H21	Cybersecurity	U.S.
Deloitte	Clockwork	2H21	SAP	Canada
Deloitte	Dataperformers Company	2H21	AI and Machine Learning	Canada
Deloitte	Odysseus	2H21	ServiceNow	Netherlands
Deloitte	Ouest Business Solutions	2H21	SAP	Canada
Deloitte	MarketRedesign (PriceCypher)	2H21	AI	Netherlands
Deloitte	TransientX	2H21	Cybersecurity	U.S.
Deloitte	aeCyberSolutions	2H21	Cybersecurity	U.S.
Deloitte	Ad2Pro Global Creative Solutions Private Limited (Madras Global)	2H21	Content Services	India

EY	Resolution	1H21	Financial Services	Canada
EY	Partners Digital	1H21	SAP	Brazil
EY	Frank Hirth	1H21	Accounting and Financial	U.K.
EY	Pythagoras Communications Holdings	1H21	Microsoft Dynamics 365	U.K.
EY	SuMO IT Solutions	1H21	ServiceNow	Canada
EY	Lane4 Management Group Holdings (Lane4)	2H21	HR Advisory	U.K.
EY	Seaton Partners	2H21	Microsoft Dynamics 365	U.K.
EY	SecureWorx	2H21	Cybersecurity	Australia
EY	CMA Strategy Consulting	2H21	TMT	U.K. and Ireland
EY	Tao Leadership	2H21	HR Advisory	U.K.
IBM	7Summits	1H21	Salesforce	U.S.
IBM	Taos	1H21	Cloud	U.S.
IBM	Nordcloud	1H21	Cloud	Finland
KPMG	Lacroix Allaire Héroux Beaudry	1H21	Accounting and Financial	Canada
KPMG	Certus APAC	2H21	Oracle Cloud	Australia
McKinsey & Company	Candid Partners	1H21	Cloud	U.S.

McKinsey & Company	Venturetec	1H21	Digital Innovation	Australia
McKinsey & Company	Hypothesis	1H21	Product Development and Transformation	Australia
McKinsey & Company	Vivid Economics	1H21	Sustainability	U.K.
McKinsey & Company	Planetrics	1H21	Climate Analytics	U.K.
PwC	67rockwell Consulting	1H21	Insurance	Germany
PwC	Focus Orange	1H21	HR	Denmark
PwC	JAGGAER	1H21	Procurement	France
PwC	Marker Management Consulting	1H21	Financial Services	France
PwC	Drozak Consulting	2H21	Procurement	Germany
PwC	Avaleris	2H21	Cybersecurity	Canada
PwC	WebSecure Technologies	2H21	Cybersecurity	Australia
PwC	MindMatter	2H21	SaaS, AI	Australia

Source: Gartner (June 2022)