

Market Share Analysis: Consulting Services, Worldwide, 2018

Published: 23 April 2019 **ID:** G00383100

Analyst(s): Chrissy Healey, Brendan Williams, Patrick Sullivan, Dean Blackmore

The global consulting market grew 9.0% in constant currency in 2018, reaching \$188 billion. Digital business acquisitions are a primary driver of growth among the largest providers. Robust growth among IT-focused providers indicates rising demand for technology consulting.

Key Market Findings

- In 2018, the top five consultancies grew overall IT services revenue at 9.2% in constant currency (CC), much faster than total IT services market growth of 5.8%. The largest consultancies continue to take advantage of synergies between consulting and other IT services.
- Those large consultancies among the top 30 that pursued growth via acquisitions saw above-market growth. Those whose growth was primarily organic grew below the market rate.
- Many of the acquisitions of the top 10 consulting providers were made to gain digital business consulting capabilities. Digital design and innovation capabilities were most prevalent, although there was a year-over-year rise in transactions aimed at acquiring digital tools.
- Providers with traditional technology consulting (versus business consulting) expertise performed better in 2018 than in 2017, driven via cloud and technical architecture consulting.

Vendor Performance Highlights

- Among the largest providers, Deloitte, Accenture and Boston Consulting Group (BCG) gained most in market share. Together, they saw year-over-year growth of nearly \$5 billion and gained nearly 1% of market share by driving growth in digital business consulting services.
- Innovation was an important driver of growth for EY and Capgemini. EY's investment in building digital innovation assets, including its wavespace capabilities, contributed to 10.1% CC growth. Capgemini's consulting business grew 37.5% in CC in 2018, indicating a successful launch of Capgemini Invent.
- Cognizant, Infosys, Tata Consultancy Services (TCS) and HCL Technologies, traditionally thought of as integrators and heritage business process outsourcing (BPO) providers, were top-

growing consulting providers in 2018. This growth came from a focus on localizing consulting skills, via filling gaps in expertise with strategic acquisitions, and by building on cloud and emerging technology consulting momentum.

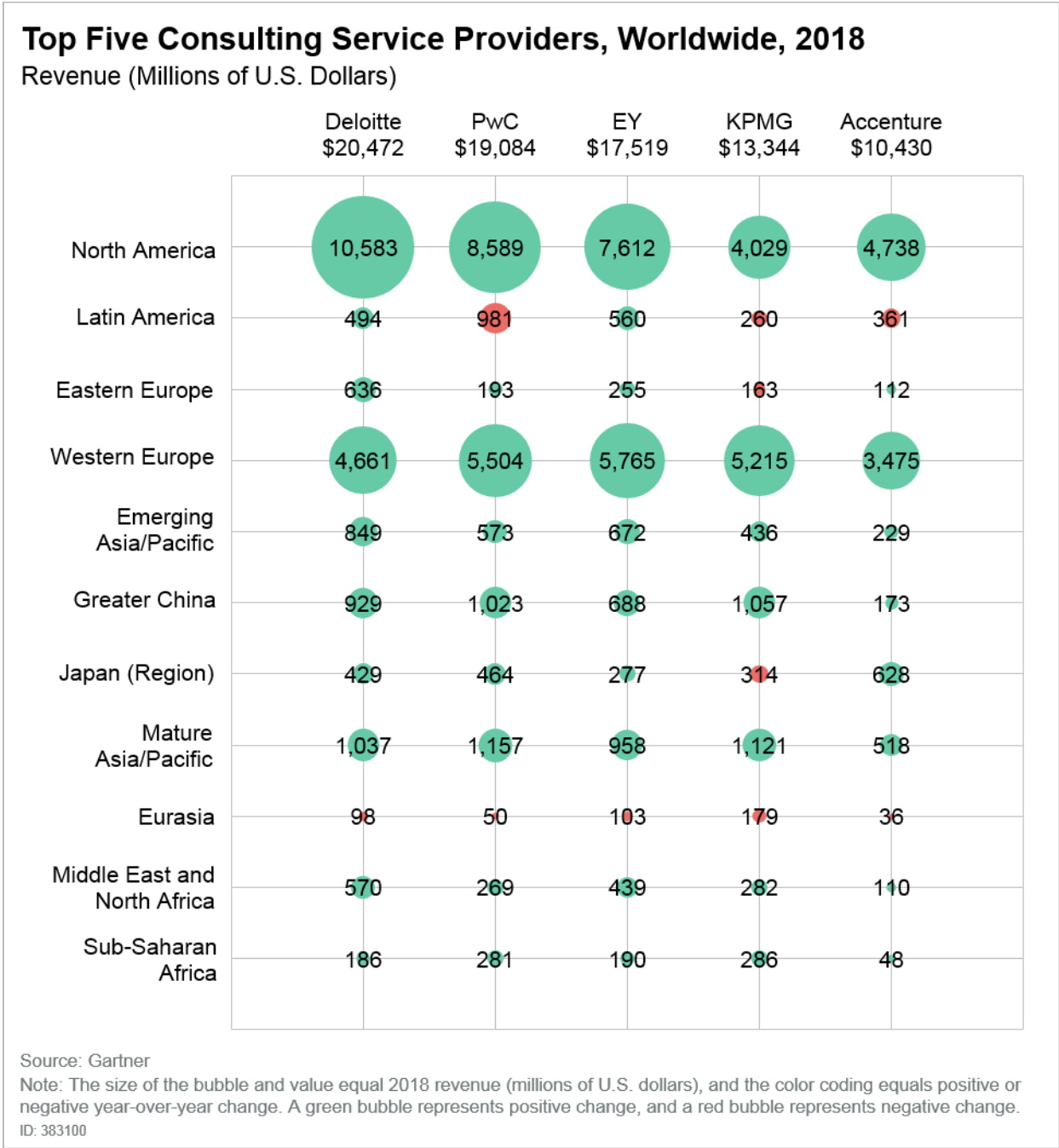
- IBM, the No. 8 consulting provider in terms of market share, demonstrated a turnaround in 2018, achieving a similar growth rate to some traditional business-consulting-led firms.

Market Share Data

The 9.0% CC growth in consulting services in 2018 points to continuing demand for organizations seeking help with the ambition and design of their technology strategies. Collectively, the top 10 consultancies grew 9.8% in CC in 2018 consulting revenue.

Figure 1 shows the geographic revenue for the top five consultancies. With 45% of the consulting service market focused in North America and 31% in Western Europe, most of these top providers' revenue follows a similar geographic concentration. Although North America and Western Europe have the largest geographic share, Greater China, emerging Asia/Pacific and Latin America are the fastest-growth regions in consulting services (the only regions each growing in the double digits).

Figure 1. Top Five Consulting Service Providers' Consulting Revenue, Worldwide, 2018



In 2018, the top 10 consultancies owned 56.6% of market share (see Table 1). This indicates that, while this is a heavily diverse market in terms of skills and client outcomes, the largest consultancies have significant market advantage. That advantage is not limited to consulting.

Table 1. Top 10 Consulting Providers by Revenue, Worldwide, 2017-2018 (Millions of U.S. Dollars)

	2017 Consulting Revenue	2018 Consulting Revenue	2017 Market Share (%)	2018 Market Share (%)
Deloitte	18,029	20,472	10.5	10.9
PwC	17,812	19,084	10.4	10.1
EY	15,813	17,519	9.2	9.3
KPMG	12,216	13,344	7.1	7.1
Accenture	9,119	10,430	5.3	5.5
McKinsey & Co.	8,595	9,234	5.0	4.9
BCG	5,415	6,413	3.2	3.4
IBM	3,321	3,560	1.9	1.9
Bain & Co.	3,247	3,523	1.9	1.9
Booz Allen Hamilton	2,631	2,926	1.5	1.6
Total for Top 10	96,198	106,503	56.2	56.6

Source: Gartner (April 2019)

The top consultancies are taking advantage of front-end client relationships to pull through additional services (see Table 2). They are demonstrating greater IT services growth as a result (9.2% in CC for the top five consultancies and 7.4% in CC for the top 10 consultancies versus 5.8% in CC growth in the total IT services market).

Table 2. Top 10 Consulting Providers' CC Growth in Consulting and Overall IT Services, Worldwide, 2018

	Consulting Revenue Growth (%)	IT Services Revenue Growth (%)
Deloitte	12.5	11.2
PwC	6.2	6.0
EY	10.1	10.6
KPMG	7.5	7.3
Accenture	13.3	9.7
McKinsey & Co.	6.8	7.4
BCG	17.5	19.0
IBM	6.5	1.5
Bain & Co.	8.5	9.1
Booz Allen Hamilton	11.2	7.2
Total for Top 10	9.8	7.4

Source: Gartner (April 2019)

Overall Market Segment Performance Analysis

Consulting services constituted 19% of the overall IT services market in 2018, and they constituted the second-fastest-growing segment, behind infrastructure as a service (IaaS) and infrastructure utility services. This growth is driven by a number of factors, among them the merging of other markets into consulting. Specifically, consultancies have enhanced their consulting expertise by acquiring digital agencies, which bring with them human-centered methods and a focus on user experience (digital design and innovation). They have gained added consulting revenue through innovation workshops leading to downstream work, advising on new technologies and agile approaches. Those providers that have realized this opportunity and that have acquired digital design capabilities are reaping the benefit of above-market growth.

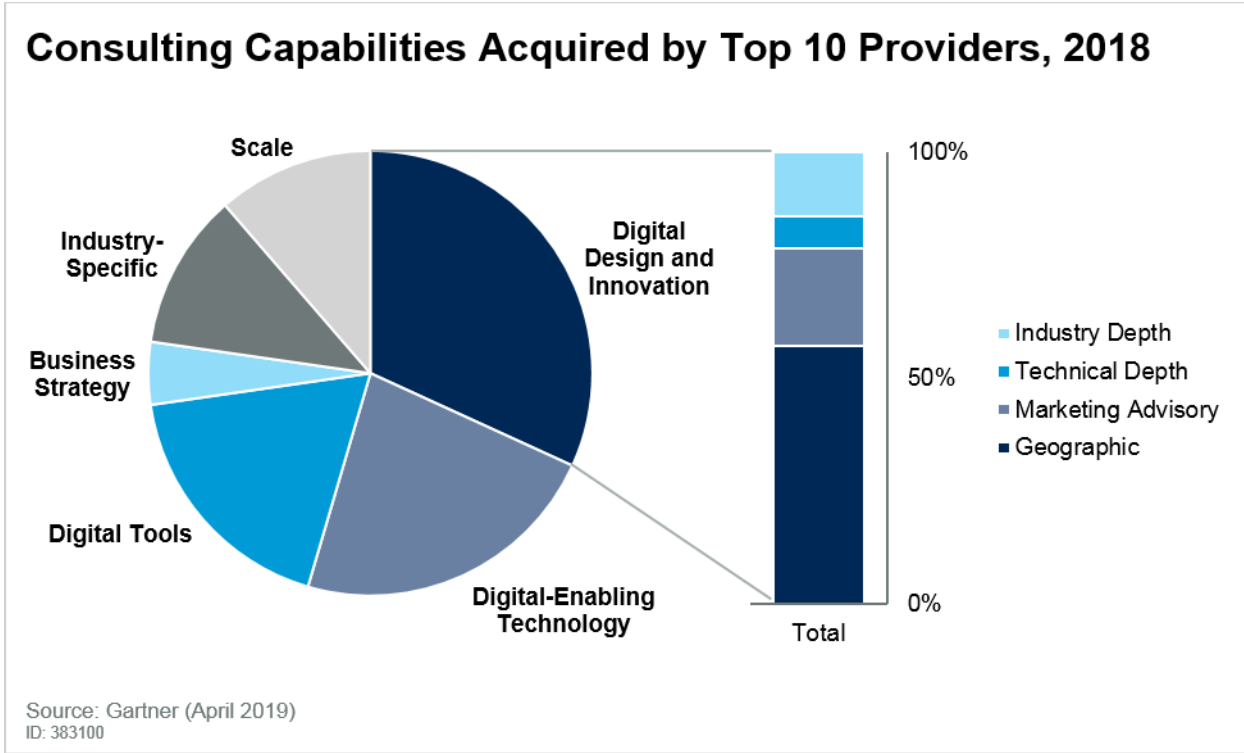
Inorganic Growth via Digital Acquisitions Drives Superior Market Performance

Similar to 2017, acquisitions remained a key strategy for consultancies that wanted to add depth and breadth to their digital consulting capabilities. The proportion of acquisitions motivated by digital-related capabilities was 53% in 2016 and 69% in 2017. In 2018, 75% of acquisitions were primarily driven by the desire for digital-related business opportunities, clearly demonstrating a marked change in the top 10 providers' acquisition strategy over the past three years. The top

consultancies selected acquisitions primarily for their digital capabilities; adding industry and business function consulting depth was no longer enough reason to acquire.

Gartner analyzed consulting acquisitions by the top consultancies in 2018 and concluded that the largest consultancies focused on scaling their digital design and innovation capabilities, with a particular emphasis on geographic expansion (see Figure 2). Those acquisitions brought them digital agency (including marketing advisory) capabilities and agile, DevOps and human-centered-design skills. Technology consulting skills in digital-enabling technologies, including cloud and cybersecurity, were also important drivers of 2018 acquisitions.

Figure 2. Consulting Capabilities Acquired by Top 10 Providers, 2018



Talent + Tools Fuel Asset-Based Consulting Growth

2018 also saw providers investing more heavily in digital tools. These tools, brought alongside human consulting expertise, support clients' digital business consulting needs by bringing client-facing accelerators, frameworks, insights and sometimes software to engagements. Consulting engagements, when delivered solely via human expertise, do not have many levers for increasing margins. Clients expect providers to bring top talent, which results in high delivery costs. However, when digital tools are brought alongside human expertise (when combined together, referred to as "asset-based consulting"), providers have the ability to affect profit margins by breaking the linear relationship between revenue and cost. For more insight into asset-based consulting, see "Market Insight: Increase Consulting Margins and Improve Client Outcomes via Asset-Based Consulting."

In 2018, we saw above-market revenue growth for providers that made investments in asset-based consulting, either via the acquisition of digital tools or via investment in building these tools internally. When assets are brought to a consulting engagement, enterprise clients indicate they see additional benefits in maintaining an ongoing relationship with the provider to take advantage of continued insight from those assets. One prominent use case in recent years comes from security tools. For example, some providers have brought threat assessment tools to security consulting engagements to identify areas of risk in a client's environment. This identification has led to risk mitigation projects (consulting work) and sometimes to additional project-based monitoring. Other common use cases employ tools built from analytics insight to recommend changes in important client business processes, such as manufacturing asset utilization and retail inventory optimization.

Technology Consulting as an Enabler of Further Consulting Growth

Technology consulting services also became an enabler of add-on business consulting work in 2018, primarily related to digital services. In “Forecast: Cloud Consulting and Implementation Services, Worldwide, 2017-2022,” we point to the growth multiplier effect that the global proliferation of cloud services has on market spend for IT services. Providers such as Capgemini, IBM, NTT DATA and TCS, which invested in building their cloud service capabilities, certainly saw some of that benefit in consulting revenue growth in 2018. These providers built relationships with clients that began with cloud adoption and evolved into further consulting work related to leveraging the cloud for clients' digital business ambitions. In addition, they grew via ideation, proofs of concept and roadmapping on emerging technologies in 2018.

Top Vendors Analyzed

Deloitte

Deloitte grew 12.5% in CC in 2018, with a combination of organic growth and growth from multiple acquisitions that closed in 2017. Gartner estimates that Deloitte generated \$20.5 billion from consulting revenue in 2018, with market share of 10.9%.

Deloitte provides consulting in strategy, operations, human capital management, marketing, customer engagement, risk management, security and financial management. Most consulting services come from within Deloitte's Consulting, Advisory and Implementation (CA&I) business unit, which focuses on digital transformation, customer engagement, business strategy and technology consulting. Additional consulting is provided from its risk assurance practice in Enterprise Risk Services (ERS), while financial consulting is provided through its Financial Assurance services, and consulting regarding tax implications comes from its Tax practice. Deloitte will pull consulting from one of more of these areas to provide a robust, holistic approach to business consulting. Deloitte made many acquisitions in 2017 aligned with areas of strategic growth centered on digital design, cloud transformation, data/analytics, financial advisory and security/risk, but it made no significant acquisitions in 2018.

Deloitte has strong technology capabilities associated with analytics, customer experience, digital design, enterprise applications and security. Deloitte incorporates IT consulting and enterprise architecture as a vital part of any transformation initiative. Deloitte's cloud transformation services provide strategies, architecture and migration to cloud environments.

PwC

PwC's consulting revenue increased 6.2% in 2018 in CC to \$19.1 billion. PwC grew below the overall consulting market rate. The gap grew between PwC and Deloitte, which eclipsed PwC as the top provider in 2017. PwC had 10.1% consulting market share in 2018. However, PwC has taken steps to open up investment opportunities in core areas to propel its business in 2019. These steps include divesting its U.S. federal consulting business and acquiring the digital security tool KYC-Pro to boost its financial services businesses. PwC's security consulting business, which accounted for just under 11% of its 2018 consulting service revenue, grew 20% in 2018. PwC's BXT consulting approach focuses on reframing the client's business problem in terms of business ideas, experience ideas and technology ideas. While many providers have brought the design aspect into their environments via strategic digital design and innovation acquisitions, PwC has focused more on strategic hiring and reskilling to build these capabilities.

PwC's largest industry verticals (manufacturing and natural resources, banking and securities, and communications and media) all grew in 2018. Additionally, key relationship growth in insurance gave this vertical the largest year-over-year growth for PwC at 14.5% in CC.

EY

In August 2018, EY announced plans to invest \$1 billion in driving digital business initiatives and innovation over a two-year time period. This continues EY's active investment in building tools and frameworks internally to use alongside its human consulting expertise. This asset-based consulting helped propel its consulting business to 10.1% year-over-year CC growth in 2018.

EY also actively invested in acquisitions in 2018, enveloping diverse businesses into its portfolio. These acquisitions have given EY digital design and innovation capabilities, scale in consulting in a few select geographies across the globe, and security consulting and analytics tools. Top industries for the firm remain manufacturing and natural resources; banking and securities; and communications, media and services. Insurance and healthcare provider industries also garnered double-digit growth for EY in 2018.

KPMG

As in prior years, KPMG was the most geographically diverse provider in terms of consulting revenue. Like other providers, KPMG's largest markets are the U.S., the U.K. and Germany, but unlike most other providers, 56% of KPMG's business is outside these geographies. In fact, KPMG is the largest consultancy in China, Italy, Australia and the Netherlands — its next-four-largest geographies.

Globally, KPMG grew 7.5% in CC in 2018 and, similar to 2017, this was below the growth rate of other top 10 consultancies. In past years, KPMG has made a couple of acquisitions, but 2018 was a

year of heavy investment. To enable future growth, KPMG made six consulting acquisitions in 2018, primarily focusing on security consulting and on digital scale in Canada, Singapore, Vietnam, France and Australia. Using data and analytics to drive business and digital strategy continues to be a core area of strength and investment for KPMG, enabled by its Lighthouse centers of excellence, several global alliances and co-innovation initiatives with clients in its Ignition Centers.

Accenture

At 13.3% CC growth in consulting, Accenture grew the fastest among the top five consulting providers by successfully leveraging the past few years' digital acquisitions and organically grown capabilities. Accenture's global innovation framework, which includes its digital design studios and innovation centers, is core to that growth as it enables clients to visualize and experience the work that Accenture carries out for its clients. A broad talent base in Accenture Interactive, Applied Intelligence and Industry X.0, the three business units that comprise Accenture's primary digital capabilities, enables Accenture to deliver at the global scale that the largest enterprise organizations seek. Although Accenture remained actively acquisitive as compared with its competitors, 2018 saw Accenture making fewer consulting-related acquisitions than in 2017. Focus remained on adding geographic breadth to Accenture Interactive, with nine of the 16 acquisitions related to digital design and innovation capabilities. Successful integration of the recent Droga5 acquisition will be needed to create Interactive scale in the North American market in 2019.

The industries generating the most consulting revenue for Accenture in 2018 are communications, media and services; manufacturing and natural resources; and banking and securities. Although not the largest consulting provider in any major geographic market, Accenture has significant business in growing markets in Latin America and in Mediterranean countries in Western Europe.

McKinsey & Co.

McKinsey continued its consistent performance of recent years, with a 6.8% CC growth rate in 2018 that was virtually unchanged from 2017. McKinsey retained its rank as the sixth-largest provider of consulting services worldwide. McKinsey's growth was broadly balanced across all major geographic markets, although it did grow slightly faster in emerging Asia/Pacific, Greater China and sub-Saharan Africa. McKinsey's core markets remain North America and Western Europe, which, between them, represent almost 80% of its business.

McKinsey primarily offers strategy and operations consulting services. McKinsey continued to expand its McKinsey Digital practice in 2018, through which it offers digital business consulting services that range from optimizing operations to product and service design and business model transformation. McKinsey serves clients in all major industries, although the firm has an outside presence in manufacturing and natural resources and banking and securities, which together represent about half of McKinsey's business.

BCG

BCG continued its multiyear streak of double-digit growth in 2018, increasing its consulting revenue 17.5% in CC to \$6.4 billion. BCG's market share increased from 3.2% in 2017 to 3.4% in 2018.

From a geographic perspective, BCG continued to derive the bulk (80%) of its consulting revenue from North America and Western Europe. This is down slightly from 86% in 2017 due to more rapid growth in emerging markets, particularly in Asia. BCG is succeeding as a trusted advisor in a time of global turmoil, when commercial and government clients alike are seeking advice from top strategic consultancies.

BCG serves consulting clients across all major industry sectors. The firm addresses the business consulting market primarily through its Strategy practice and its Operations practice, while it addresses the technology consulting market primarily through its Technology Advantage practice. BCG has established its DigitalBCG practice to drive its digital agenda and to coordinate the digital business consulting capabilities housed throughout the firm. This includes its BCG Digital Ventures subsidiary, which focuses on helping industry incumbents disrupt their markets by developing and scaling digital innovations.

IBM

Gartner estimates that IBM's consulting revenue increased 6.5% in CC in 2018, slightly below overall consulting market growth, with consulting revenue at \$3.6 billion. This growth represents a significant improvement, reversing revenue declines in prior years. With a market share of 1.9%, IBM maintained its position as the eighth-largest worldwide consulting provider in 2018, although Bain gained some ground and is a close No. 9. To maintain growth in 2019, IBM will need to improve on its declining first quarter in cloud services.

Most consulting is provided out of IBM Services, particularly by IBM iX and the Cognitive Process Transformation business units. 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 Cloud Application Innovation team and Technology Consulting and Services business unit focused on technology architecture and cloud enablement. IBM leverages its Digital Reinvention framework, IBM Design Thinking and Better Transformation/Better Change processes to support its consulting services. IBM delivers digital business consulting services by leveraging digital studios and cloud garages in more than 60 locations globally that are integrated with other resources, such as IBM Systems Lab Services, IBM Software and Solutions, and IBM Research.

Bain & Co.

Bain grew its consulting revenue 8.5% in CC to \$3.5 billion, making it the ninth-largest consulting provider globally, with a 1.9% share of the worldwide market. North America and Western Europe together account for 77% of Bain's consulting revenue. But Bain has experienced more-rapid growth outside its core markets, particularly in emerging markets in Asia/Pacific, Latin America, Eurasia, Eastern Europe, and the Middle East and North Africa. Bain serves a broad set of client industries, although it has an outside presence in banking and securities and in manufacturing and natural resources.

Bain is a pure-play management consulting provider, deriving all its revenue from business and technology consulting services. As with its global strategy consulting peers, however, Bain has

increased its digital business consulting capabilities in recent years, making it a more relevant player in the IT services market that Gartner covers. Bain's May 2018 acquisition of U.S.-based digital agency FRWD (which brings capabilities in digital product and service design, as well as digital marketing) is the latest example of its push into digital. This builds on Bain's launch of the Advanced Digital and Product Team (ADAPT) offering in 2017, which the firm has now expanded globally, from its initial launch in the U.S. ADAPT is a team that houses Bain's digital product and service design and development expertise, which is intended to complement the firm's broader expertise in strategy, operations and industry.

Booz Allen Hamilton

Booz Allen Hamilton's consulting business continued to grow rapidly in 2018. At 11.2% CC growth, its consulting business was one of the top-growing among the largest consultancies. Booz Allen Hamilton benefited from the changed competitive landscape, with PwC and DXC Technology both selling portions of their U.S. public-sector businesses. Booz Allen Hamilton dropped one rank from 2017 to become the 10th-largest provider of consulting services worldwide due to the addition of Bain, which wasn't included in Gartner's analysis for 2017.

Booz Allen Hamilton's business is focused almost exclusively on the North American public-sector market, with a particular emphasis on serving U.S. federal government clients in the defense, intelligence and homeland security subsectors. 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. Booz Allen Hamilton's public-sector focus makes the firm's rapid growth even more notable, given that the public sector is one of the slowest-growing industry sectors, with spending on consulting services increasing only 5% year over year.

Other Notable Vendors

In a competitive landscape with a broad range of talent, many consultancies had a notable 2018. Of note, TCS grew 20.7% in CC, using "co-innovation" and studios with clients to reimagine how processes within a business functional area can be improved through automation, analytics and embedded devices. The company's 2018 acquisition of W12 Studios, a process-driven digital design consultancy, adds further scale to the TCS Interactive practice, an enabler of this provider's co-innovation approach.

Cognizant, which grew 13.8% in CC, is a top 15 consultancy. Cognizant benefits from a focused portfolio strategy in banking and securities, manufacturing and natural resources, and insurance, which are among the largest and fastest-growing consulting verticals. Cognizant will look to continue that consulting growth as it extends its capabilities in product engineering with the Softvision acquisition and as it enables broad digital expertise by continuously strengthening its ecosystem engine.

Infosys and HCL are among the top 25 consulting providers, both achieving double-digit consulting growth in 2018 (14.3% and 14.4% CC growth, respectively). HCL's growth is due to signing a

couple of large digital deals, which included technology architecture design and roadmaps. Infosys, meanwhile, grew by leveraging deep vertical consulting expertise in banking and securities; manufacturing and natural resources; and communications, media and services.

Within the top 30 consulting providers, no provider grew more than Capgemini, which grew 37.5% in CC in 2018. With the invigoration of Capgemini Invent, as well as the digital services and creative agency capabilities across the global organization, Capgemini's reinvention of clients' journeys with digital has been successful. 2018 consulting growth demonstrates the benefit of Capgemini's strategic reorganization, hiring and investment in skills, tools and agencies. Recent digital design and innovation acquisitions of LiquidHub, June 21 and Doing reinforce and bring global scale and depth to that message.

Mergers and Acquisitions

As in 2017, acquisitions were an important strategy for the top 10 consulting service providers in 2018. Collectively, they made 44 acquisitions in 2018 (see Table 3), slightly down in volume from 2017, yet up by almost two times from 2016.

Acquisitions in 2018 among the top consulting providers reflected their focus on individual strategies and strengths:

- Deloitte focused 2018 acquisitions on digital tools and digital-enabling technology and not on digital design and innovation capabilities. This reinforces Deloitte's ambition in developing assets and platforms to support the digital business transformation and optimization needs of its clients.
- PwC has not focused on a digital agency acquisition strategy over the past few years, preferring instead to focus on building scale and depth to core areas of strength, including security, digital customer experience and analytics. 2018 saw one consulting-related acquisition for PwC.
- EY, conversely, increased its acquisition game in 2018, with a broad range of capabilities to support its business, including some focus on security and on scaling business in important geographic regions like Asia/Pacific, Eastern Europe and Canada.
- KPMG was also more acquisitive in 2018 and, like its top competitors, focused on security and digital customer experience.
- Accenture, as in prior years, was the most active in terms of consulting acquisitions among the large consulting providers. Digital design and innovation firms were its most common target, usually to add geographic scale, but also to support its industrial vertical strategy, Industry X.0.

Table 3. Top 10 Worldwide Consulting Providers, 2018 Acquisitions

Buyer	Acquired Company	Time Period	Primary Consulting Capability	Secondary Capability or Expertise	Additional Capabilities or Expertise
Accenture	Adaptly	2H18	Digital design and innovation	Marketing advisory	Artificial intelligence (AI)
Accenture	Altima	1H18	Digital design and innovation	France	Digital commerce
Accenture	designaffairs	1H18	Digital design and innovation	Manufacturing	Industry X.0
Accenture	Enaxis Consulting	2H18	Industry-specific	Natural resources	Travel
Accenture	HO Communication	2H18	Digital design and innovation	China	
Accenture	Intrigo Systems	2H18	Scale	Supply chain	
Accenture	Kaplan	2H18	Digital design and innovation	Sweden	
Accenture	Kogentix	2H18	Digital-enabling technology	Analytics	
Accenture	Mackevision	1H18	Digital tools	Digital twins	
Accenture	Meredith Xcelerated Marketing (MXM)	1H18	Digital design and innovation	Studios	U.S.
Accenture	Mindtribe	2H18	Digital design and innovation	Product engineering	Industry X.0
Accenture	New Content	2H18	Digital design and innovation	Brazil	
Accenture	Pillar Technology	2H18	Digital-enabling technology	Product engineering	Industry X.0
Accenture	Rothco	1H18	Digital design and innovation	Ireland	
Accenture	SEC Servizi	2H18	Digital tools	Financial services	Core banking platform
Accenture	TargetST8 Consulting	2H18	Industry-specific	Financial services	Finastra
Bain	FRWD	1H18	Digital design and innovation	Marketing advisory	

Buyer	Acquired Company	Time Period	Primary Consulting Capability	Secondary Capability or Expertise	Additional Capabilities or Expertise
Deloitte	API Talent	1H18	Digital-enabling technology	Amazon Web Services (AWS)	New Zealand
Deloitte	ATADATA	1H18	Digital tools	Cloud platform	
Deloitte	CloudTrek	2H18	Digital-enabling technology	Cloud	Australia
Deloitte	KnowledgeSpace	2H18	Digital tools	Analytics	Customer experience
Deloitte	Magnetic Media Online's AI platform business	2H18	Digital tools	AI platform	
Deloitte	Mexia	2H18	Digital-enabling technology	Cloud	Australia
Deloitte	Oxala Consulting	2H18	Digital-enabling technology	Marketing advisory	
Deloitte	QSpace	2H18	Digital tools	Life sciences	
EY	Adelphi Digital	2H18	Scale	Australia	Singapore
EY	Andy Crypto-Asset Accounting and Tax tool from Elevated Consciousness	2H18	Digital tools	Tax	Cryptocurrency
EY	Aspect Security	1H18	Digital-enabling technology	Security	
EY	Citizen	1H18	Digital design and innovation	Security	Analytics
EY	DKM Economic Consultants	1H18	Scale	Ireland	Economic advisory
EY	ENTG	1H18	Digital design and innovation	Croatia	
EY	Fortune Cookie UX Design	2H18	Digital design and innovation	India	
EY	Halo Management Consulting	2H18	Industry-specific	Public sector	Canada
EY	Riverview Law	2H18	Business strategy	Legal	

Buyer	Acquired Company	Time Period	Primary Consulting Capability	Secondary Capability or Expertise	Additional Capabilities or Expertise
EY	Sonoma Partners	1H18	Scale	CRM	
IBM	Armanta	1H18	Industry-specific	Financial services	Analytics
IBM	Oniqua	1H18	Industry-specific	Natural resources	Travel
KPMG	Adoxio	1H18	Digital-enabling technology	Microsoft Dynamics	Canada
KPMG	Cyberinc's identity and access management (IAM) business	1H18	Digital-enabling technology	Security	
KPMG	Egyde	1H18	Digital-enabling technology	Security	Canada
KPMG	MAPP	1H18	Business strategy	France	
KPMG	Rainmaker Labs' Singapore and Vietnam businesses	1H18	Scale	Singapore	Vietnam
KPMG	UDKU	2H18	Digital design and innovation	Marketing advisory	Australia
PwC	KYC-Pro tool from FSCom	2H18	Digital tools	Security	Financial services

Source: Gartner (April 2019)

Acronym Key and Glossary Terms

AI	artificial intelligence
asset-based consulting	Consulting expertise delivered alongside industrialized intellectual property, web-based platforms and/or software to accelerate and bring analytical insight to results for clients
BCG	Boston Consulting Group
CC	constant currency
IaaS	infrastructure as a service
TCS	Tata Consultancy Services

Gartner Recommended Reading

Some documents may not be available as part of your current Gartner subscription.

“Market Share, IT Services, 2018”

“Update: How Gartner Is Treating Revenue Recognition Legislation in Its 2018 Vendor Revenue Estimates”

“Market Share Analysis: IT Services, Worldwide, 2018”

“Market Share Analysis: Implementation Services, Worldwide, 2018”

“Market Share Analysis: Application Managed Services, Worldwide, 2018”

“Market Share Analysis: IaaS and IUS, Worldwide, 2018”

“Market Share Analysis: Infrastructure Managed Services, Worldwide, 2018”

“Market Share Analysis: Hardware Support Services, Worldwide, 2018”

“Market Share Analysis: Business Process Outsourcing, Worldwide, 2018”

Evidence

This Market Share research was carried out by studying the published financial reports of over 200 large providers of IT products and services. Gartner mapped the revenue segmentation reported by service providers into categories such as “application management services.” Where a vendor did not publish revenue segmentation, Gartner estimated that vendor’s revenue in this category using a combination of vendor briefings, analyst experience and statistical calculations.

Individual Vendor Revenue Reporting

As a result of ASC 606/IFRS 15 adoption, which varies from vendor to vendor, Gartner has opted not to restate financial history at the individual vendor level, regardless of the method the vendor has chosen to adopt.

We believe our approach to each vendor is the most equitable way to handle the anomalies resulting from this industrywide change in revenue recognition standards.

Total Market Growth Reporting

We have made adjustments to “other IT services vendors” such that overall market growth trends are still reflected accurately.

For more information, see “Update: How Gartner Is Treating Revenue Recognition Legislation in Its 2018 Vendor Revenue Estimates.”

Further details regarding this approach will be detailed in the upcoming Market Definitions and Methodology Guides for each market.

This document is published in the following Market Insights:

Consulting & Solution Implementation Services Worldwide

GARTNER HEADQUARTERS**Corporate Headquarters**

56 Top Gallant Road
Stamford, CT 06902-7700
USA
+1 203 964 0096

Regional Headquarters

AUSTRALIA
BRAZIL
JAPAN
UNITED KINGDOM

For a complete list of worldwide locations,
visit <http://www.gartner.com/technology/about.jsp>

© 2019 Gartner, Inc. and/or its affiliates. All rights reserved. Gartner is a registered trademark of Gartner, Inc. and its affiliates. This publication may not be reproduced or distributed in any form without Gartner's prior written permission. It consists of the opinions of Gartner's research organization, which should not be construed as statements of fact. While the information contained in this publication has been obtained from sources believed to be reliable, Gartner disclaims all warranties as to the accuracy, completeness or adequacy of such information. Although Gartner research may address legal and financial issues, Gartner does not provide legal or investment advice and its research should not be construed or used as such. Your access and use of this publication are governed by [Gartner Usage Policy](#). Gartner prides itself on its reputation for independence and objectivity. Its research is produced independently by its research organization without input or influence from any third party. For further information, see "[Guiding Principles on Independence and Objectivity](#)."