



# The Canadian Management Consulting Industry: Trends and Outlook 2022

Online Survey of Management Consultants

Conducted by Nanos Research on behalf of CMC–Canada



## PROJECT METHODOLOGY

# Steps

This is the sixth in a series of industry studies commissioned by CMC-Canada to provide members and the consulting community with a perspective on the trends, practices, challenges and outlook for the management consulting industry.



## HIGHLIGHTS

# Desk Research

- Management consulting remains one of the **largest industries in the world**. Large global firms dominate the global landscape and have grown at a rate greater than that of the industry.
- **While the industry is growing, its growth rate has slowed**. In 2019, the big firms grew by only an average of 2%. Data and market research continue to become more accessible, and there are also increasingly more tools and online services available to help companies formulate, tweak, and enhance their own strategies. This means that analytics and research work is increasingly being brought in-house.
- There will be significant **disruption** in the management consulting industry mostly coming **from technology and data management and analytics**. Some consulting firms may decide to build these skills internally, but it will pose a challenge and requires new people, new skills, and a cultural shift.
- Many small, specialized consulting firms are being created with specialties in technology solutions, data analysis, blockchain, etc. There have been many mergers and acquisitions in larger management consulting firms, and where they need specialized knowledge and capacity, they often will seek to **acquire a firm or consultants that can bring what they need to their firm**.

# Who participated in the survey?

A total of 260 certified management consultants from a list provided by CMC-Canada participated in the online survey between February 10<sup>th</sup> and March 14<sup>th</sup>, 2022, and 23 certified management consultants participated in one-on-one in-depth interviews between January 24<sup>th</sup> and March 7<sup>th</sup>, 2022.

Question – How long have you been in the management consulting industry? \_ years

# Tenure in the Management Consulting Industry

	2022 (n=252)	2016 (n=418)
<b>Mean</b>	<b>22 years</b>	<b>Not comparable.</b>
<b>Median</b>	<b>23 years</b>	<b>Not comparable.</b>
10 years or more	80%	80%
6–9 years	7%	7%
2–5 years	7%	8%
Less than 2 years	6%	5%

Question – What services does your consulting firm offer? Select all that apply

# Services Offered at Consulting Firm

Service – Top Responses	2022* (n=1044)	2016 (n=420)
Corporate/business strategy and/or planning	20%	30%
Operations (including process optimization)	12%	17%
Change Management	11%	-
Transformation Management (including portfolio, program, and project management)	11%	-
Organizational/Human Resources (including organization development, classification)	10%	17%
Information technology (including IT advisory, systems development/enhancement, AI, etc.)	7%	15%
Marketing; sales management	6%	10%
Financial management and controls	6%	10%
Environmental, Social, Governance (ESG)	5%	-

\*Based on multiple selections and grouped by response

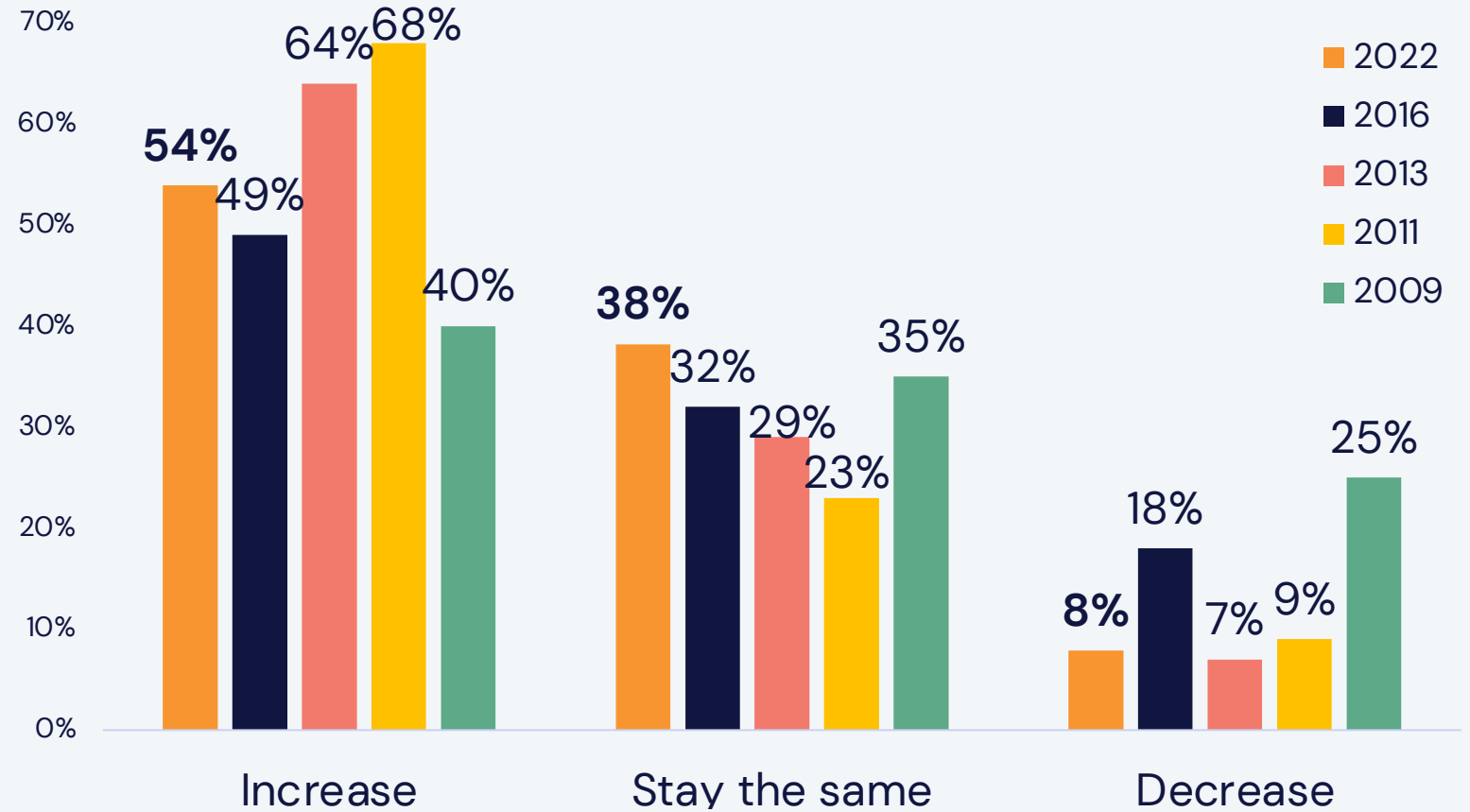
\*\* Supplementary categories were added to the question for the 2022 wave.



Question - How do you expect the Canadian market for management consulting services to perform in 2022 compared to before the pandemic in March 2020?  
 [2016: How do you expect the Canadian market for management consulting services to perform in 2016 compared to 2015?]

# Expected Performance of Canadian Market in 2022

Online survey of 226 CMCs from a list provided by CMC-Canada, between February 10<sup>th</sup> and March 14<sup>th</sup>, 2022.



	Increase 2022 (n=127)	Decrease 2022 (n=19)
Mean (%)	+24.8%	-25.5%
Median (%)	+20.0%	-20.0%

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