

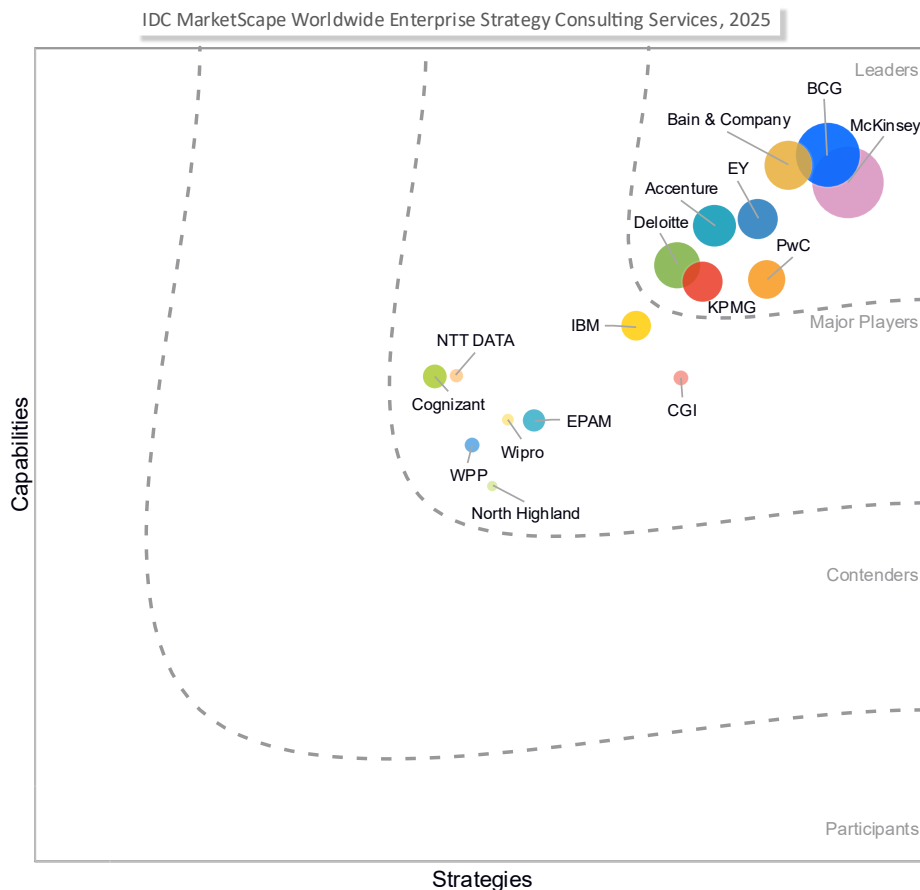
# IDC MarketScape: Worldwide Enterprise Strategy Consulting Services 2025 Vendor Assessment

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**THIS EXCERPT FEATURES EY AS A LEADER**  
**IDC MARKETSCOPE FIGURE**

**FIGURE 1**

## IDC MarketScape Worldwide Enterprise Strategy Consulting Services Vendor Assessment



Source: IDC, 2025

Please see the Appendix for detailed methodology, market definition, and scoring criteria.

## ABOUT THIS EXCERPT

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The content for this excerpt was taken directly from IDC MarketScape: Worldwide Enterprise Strategy Consulting Services 2025 Vendor Assessment (Doc # US52035225).

## IDC OPINION

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Hiring providers for enterprise strategy decisions makes good sense because strategy consulting firms assist executives when defining their vision and goals for the business and acquiring and aligning resources to reach the objectives of the business. Their support includes competitive analysis, market analysis, advice on market entry and/or exit strategy, product portfolio management, alliance strategy, strategic planning, strategic road map development, and advice on corporate acquisition or divestment choices.

Determining an enterprise-wide strategy is not for the faint of heart. The decisions made based on this strategy affect all the employees of the firm, its customers, suppliers, and shareholders. Internal strategy departments are great at supporting leaders on their strategic planning and development, including market and competitive analysis, scenario planning, and vision and goal alignment. They also provide decision support, cross-functional coordination, KPI and performance monitoring, and thought partnership. These are all strategic support mechanisms, but their limitation is that they are internally focused.

Companies choose to hire enterprise strategy consulting providers for expert guidance on complex business challenges, market entry, growth strategies, digital transformation, M&A, and competitive positioning because they can act as a third party for the client. Providers look to find flaws in an organization's strategy for as long as they are engaged with the client and often longer. Enterprise strategy providers offer objective insights, deep industry knowledge, and structured problem-solving to help leaders make high-stakes decisions, drive innovation, and align organizational efforts with long-term strategic goals.

## IDC MARKETScape VENDOR INCLUSION CRITERIA

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- Vendors must have a defined strategy and/or digital strategy consulting services offering. Strategy consulting services cover an organization's overall corporate

consulting practice. Digital strategy is a subset of this offering and includes consultancies that predominantly focus on digital strategy consulting services.

- Vendors had a minimum of \$100 million in annual strategy and/or digital strategy consulting services for providers last fiscal year-end.
- Vendors need to have a minimum revenue of \$15 million in all three geographic regions (Americas; Europe, the Middle East, and Africa; and Asia/Pacific).

## ADVICE FOR TECHNOLOGY BUYERS

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The enterprise strategy consulting providers in this study are all strong performers with their own areas of expertise. Be fastidious when reading about how they position their services against your needs. The provider may offer many services and capabilities that you do not need, and the provider may be weak in areas that you do need. In addition:

- Consider what you need most from your enterprise strategy consulting provider. Are you looking for a firm that emphasizes methodologies, pioneering thinkers, or helping hands?
- Define your needs before you meet with the providers so they do not sway you with compelling presentations or examples of client successes. Your context is the most vital element of your future success and must be clear before providers can influence you. You can return to your original considerations after you have heard from the providers to determine which one most clearly understands your needs and will lead you to the best path forward.
- Ask your provider for references prior to making your final decision and/or reach out to your own network to find out how the provider produces the results it describes in the proposal.
- When you begin working with your provider, maintain your connection with the references or your contacts to ask for tips on how best to work with your provider at each stage of the project.

## VENDOR SUMMARY PROFILE

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This section briefly explains IDC's key observations resulting in a vendor's position in the IDC MarketScape. While every vendor is evaluated against each of the criteria outlined in the Appendix, the description here provides a summary of each vendor's strengths and challenges.

Using the IDC MarketScape model, IDC studied 16 organizations that offer services related to enterprise strategy consulting.

## EY

According to IDC analysis and buyer perception, EY is positioned in the Leaders category in this IDC MarketScape for enterprise strategy consulting services 2025 vendor assessment.

EY-Parthenon is the transformative strategy and transactions arm of EY's global organization. The EY organization recently announced the expansion of EY-Parthenon, unifying the EY organization's Strategy and Transactions service line under a single, distinctive sub-brand focused on creating value for EY clients, people, and society more broadly at the intersection of strategy, transaction services, and transformation.

Benefiting from EY's full spectrum of services, EY-Parthenon combines deep functional and sector expertise, paired with innovative proprietary AI-powered technology and an investor mindset, to focus on advising CEOs, boards, private equity, and governments every step of the way — from design to delivery.

The updated EY-Parthenon proposition has been reimaged and expanded to benefit clients with a combination of global reach, sector knowledge, a broad spectrum of capabilities, cross-border collaboration, and proprietary AI technology and data.

The expansion of EY-Parthenon — which now has more than 25,000 people globally — is structured to support organizations in aligning strategic goals with operational transformation, particularly in response to evolving technological, regulatory, and market conditions. It is a key part of EY's global strategy, known as "All in," designed to help clients shape their future with confidence.

EY teams globally work across a full spectrum of services in assurance, consulting, tax, strategy, and transactions. Fueled by sector insights, a globally connected multi-disciplinary network, and diverse ecosystem partners, EY teams can provide services in more than 150 countries and territories.

## Strengths

The ability of EY-Parthenon working with broader EY teams to assemble specialized teams and deliver transformative strategies was something IDC heard in its client interviews and surveys. EY-Parthenon/EY's approach was collaborative, with a focus on understanding client goals and navigating complexity efficiently. EY-Parthenon/EY is recognized for its strategic insights, investor mindset, and ability to support client goals. The importance of cultural transformation and digital business strategy consulting services was emphasized for achieving long-term impact and business value. One case team described the ability of the EY team to understand the client's need and deliver against it: "EY partner insights were invaluable. [The partner] assembled a talented team that supported our vision. They took the necessary time to navigate significant

complexity. The process was highly collaborative and efficient." Another important aspect of this case was that the client was able to go forward after the project, demonstrating that the client staff had been upskilled throughout the project.

## Challenges

EY-Parthenon's integration within EY's broader service lines can create complexity in delivering unified strategic solutions. Unlike standalone strategy firms, EY-Parthenon must coordinate across tax, audit, and technology teams, which can slow decision-making. EY-Parthenon balances strategy with transaction and transformation services, which offers a range of strategy to execution capabilities beyond strategy houses and boutiques. We heard from one client that "there was a high variability in the talent that she connected with on the case" and "they had to check more to get the talent they wanted. On the other hand," they also acknowledged that "EY is much more cost-effective."

## Consider EY When

Consider EY-Parthenon for enterprise strategy support — design and delivery — when your organization needs strategic guidance that aligns with operational, financial, and technological goals. It is particularly relevant during periods of transformation, market entry, or restructuring. EY-Parthenon's connection to EY's broader services can help integrate strategy with areas like transactions, tax, and digital implementation. This may be useful for businesses navigating complex regulatory environments or planning mergers and acquisitions. Companies aiming to incorporate sustainability or data-driven decision-making into their strategy may also benefit. EY-Parthenon can support organizations seeking a collaborative approach to strategy development and those looking for continuity from planning through execution.

## APPENDIX

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### Reading an IDC MarketScape Graph

For the purposes of this analysis, IDC divided potential key measures for success into two primary categories: capabilities and strategies.

Positioning on the y-axis reflects the vendor's current capabilities and menu of services and how well aligned the vendor is to the customer's needs. The capabilities category focuses on the capabilities of the company and product today, here and now. Under this category, IDC analysts will look at how well a vendor is building/delivering capabilities that enable it to execute its chosen strategy in the market.

Positioning on the x-axis, or strategies axis, indicates how well the vendor's future strategy aligns with what customers will require in three to five years. The strategies category focuses on high-level decisions and underlying assumptions about offerings, customer segments, and business and go-to-market plans for the next three to five years.

The size of the individual vendor markers in the IDC MarketScape represents the market share of each vendor within the specific market segment being assessed. The IDC MarketScape research for worldwide enterprise strategy consulting was performed at the same time as the digital business strategy consulting and customer experience strategy consulting studies. While there is overlap in these IDC MarketScape documents, our sizing was specific to the respective segment within the overall strategy services market.

## IDC MarketScape Methodology

IDC MarketScape criteria selection, weightings, and vendor scores represent well-researched IDC judgment about the market and specific vendors. IDC analysts tailor the range of standard characteristics by which vendors are measured through structured discussions, surveys, and interviews with market leaders, participants, and end users. Market weightings are based on user interviews, buyer surveys, and the input of IDC experts in each market. IDC analysts base individual vendor scores, and ultimately vendor positions on the IDC MarketScape, on detailed surveys and interviews with the vendors, publicly available information, and end-user experiences in an effort to provide an accurate and consistent assessment of each vendor's characteristics, behavior, and capability.

## Market Definition

**Strategy consulting services** are concerned with defining the goals, vision and values, mission, business architecture, organizational model, talent needs, data requirements, analytic models, technologies, and other dimensions for the business and resources required to reach the objectives of a given business, government, nonprofit, or other organizational entity. Strategic activities most often include competitive analysis, market analysis, market entry and/or exit strategy, product portfolio management, alliance strategy, strategic planning, strategic road map development, and corporate acquisition or divestment choices. The following are some specific strategy types that should align with the overall business strategy:

- **Corporate strategy:** This determines the target a business should move to from a well-defined understanding of where it fits in the market currently and in the future. Developing this overall strategy provides the viewpoint that shapes the future activities of the business along a given amount of time clarified by

circumstances such as the state of competition, disruptive technologies, government mandates, or mission-defined goals.

- **Business unit strategy:** When an organization has two or more business units, it will have a strategy for each business. The critical element here is producing harmonic strategies where each business unit produces a positive effect for the other to support the development of both strategies. This includes the encouragement of key talent migrating across businesses to reinforce key thinking and behaviors designed to produce similar outcomes across the organization.
- **Functional strategy:** Functions are responsible for understanding the corporate, business unit, and digital strategies requirements to support each of these strategic paths. The functions are at the cross-section of competing frameworks, goals, beliefs, and approaches. They must define their own strategy for supporting the conflicting goals. Their goals are meant to communicate and clarify to the rest of the organization how the corporate, business unit, and digital player's strategic aspirations match and conflict with the operational mandates of the business. Without the functions having their own strategy, they can easily be whipsawed into conflicting directions and actions. The ultimate purpose is that functional strategies create clarity for the functional leaders and those that work with them.
- **Digital business strategy consulting:** Digital business strategy consulting involves advising organizations on how to leverage digital technologies to achieve business goals. Key activities include:
  - **Digital transformation planning:** Advising on the integration of digital technologies across the business
  - **Customer experience design:** Advising on improving customer interactions through digital means
  - **Digital marketing design:** Developing strategies for online customer engagement and growth
  - **Data strategy:** Advising on data required for informed decision-making

## LEARN MORE

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### Related Research

- *IDC MarketScape: Worldwide Digital Business Strategy Consulting Services 2025 Vendor Assessment* (IDC #US52036025, August 2025)
- *Worldwide and U.S. Business Consulting Services Forecast, 2025–2029* (IDC #US52964225, June 2025)



- *Worldwide Business Consulting Services Client Value Survey, 2025* (IDC #US52964525, May 2025)
- *The future of Business Consulting Services in an Agentic AI World* (IDC #US52405625, May 2025)
- *IDC Market Glance: Business Consulting Services, 2Q25* (IDC #US52405425, April 2025)
- *What Is Work Today — And When Will We Stop Needing Humans to Do It?* (IDC #US51072724, March 2025)

## Synopsis

This IDC study evaluates consulting firms based on their capabilities and strategies in enterprise strategy consulting. It highlights the importance of external providers in addressing complex business challenges, aligning resources, and driving innovation. The document assesses enterprise strategy consulting providers, emphasizing their strengths, challenges, and suitability for specific organizational needs. It provides insights for technology buyers to select consulting partners that align with their strategic goals and operational requirements.

"Enterprise strategy consulting is not just about planning; it's about transforming vision into action, aligning technology, talent, and goals to navigate complexity and drive sustainable growth in a rapidly evolving business landscape. With the advent of agentic AI, having an enterprise strategy consulting partner that understands you and your business is vital to future market success!" — Bill Latshaw, research director, Worldwide Business Consulting Services at IDC



## ABOUT IDC

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International Data Corporation (IDC) is the premier global provider of market intelligence, advisory services, and events for the information technology, telecommunications, and consumer technology markets. With more than 1,300 analysts worldwide, IDC offers global, regional, and local expertise on technology, IT benchmarking and sourcing, and industry opportunities and trends in over 110 countries. IDC's analysis and insight helps IT professionals, business executives, and the investment community to make fact-based technology decisions and to achieve their key business objectives. Founded in 1964, IDC is a wholly owned subsidiary of International Data Group (IDG, Inc.).

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