IDC MarketScape

IDC MarketScape: Worldwide People, Organization, and Change Management Consulting Services 2026 Vendor Assessment

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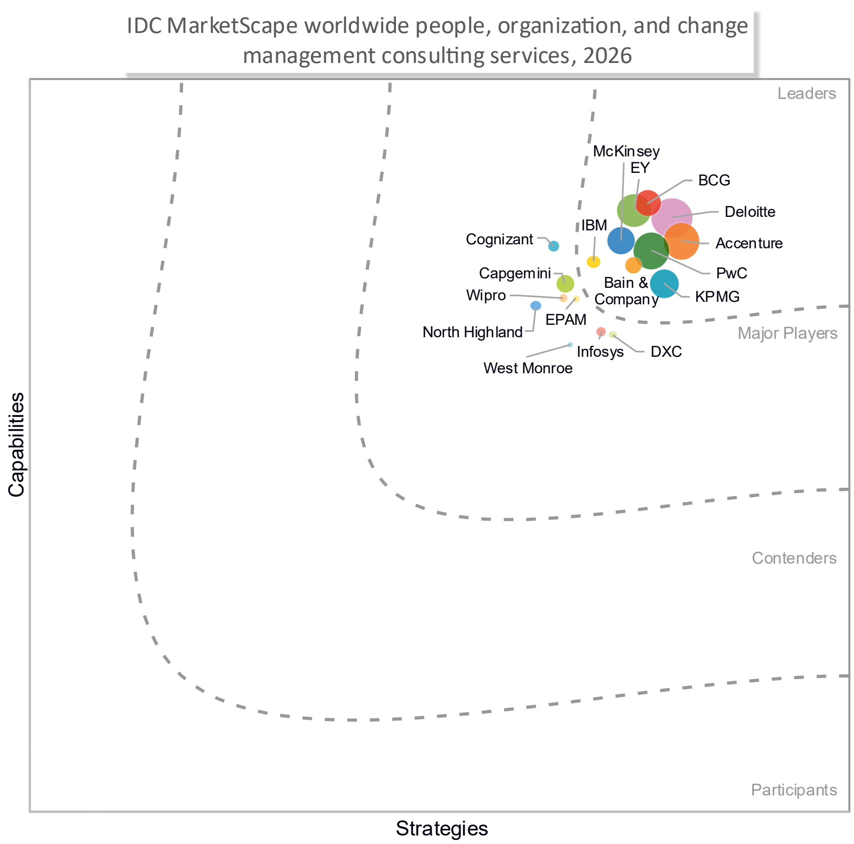
THIS EXCERPT FEATURES ACCENTURE AS A LEADER

IDC MARKETSCAPE FIGURE

FIGURE 1

IDC MarketScape worldwide people, organization, and change management consulting services vendor assessment



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

ABOUT THIS EXCERPT

The content for this excerpt was taken directly from IDC MarketScape: Worldwide People, Organization, and Change Management Consulting Services 2026 Vendor Assessment (Doc # US54124726).

IDC OPINION

In a maelstrom of new technology choices that sometimes shift by the hour, it makes sense that you would need a provider partner to guide you through troubled times. The business consulting services that are particularly relevant to the current challenges are those providers that have a strong approach for supporting their clients with their people, organization, and change management needs. Change management is, and will continue to be, something that business requires to have the capacity to shift as quickly as its market does without exhausting its staff. A constant sprint will drain a runner just as it will do so to your best talent. What the best provider partners will do is enable your organization to survive and thrive in uncertain times based on what your special capabilities are currently and will be in the market to come.

Here are a few recommendations to better navigate through this brave new technology market brimming with choices:

- **Technology buyers** and **decision-makers** should prioritize consulting partners with demonstrated AI integration across the full engagement life cycle including discovery, recommendation augmentation, and ongoing transformation delivery to ensure scalable, data-driven, and outcome-oriented change management and workforce transformation.
- **Industry leaders** should evaluate vendors based on their ability to deliver integrated people, organization, and change management services that align with strategic business objectives, leveraging proprietary platforms, behavioral science, and research-backed methodologies to drive measurable adoption, workforce readiness, and sustained transformation outcomes.
- **Stakeholders** should assess the flexibility, scalability, and geographic reach of consulting partners, ensuring alignment with organizational complexity, multi-geography requirements, and the need for both strategic advisory and operational execution, particularly in large-scale, AI-enabled transformation programs.

- **Buyers** should demand transparency in pricing models, especially regarding AI-powered service delivery, and seek partners capable of offering outcome-based or managed service constructs that match organizational risk tolerance, budget constraints, and the evolving expectations for AI-driven cost efficiencies and value realization.

The 2026 IDC MarketScape assessment finds that leading people, organization, and change management consulting firms are deeply integrating AI into both their service delivery and internal operations, with proprietary platforms, behavioral science, and data-driven methodologies now central to transformation success. Buyers face increasing complexity and pricing confusion as AI reshapes consulting models, but the need for trusted partners that can connect strategy, workforce, and technology change has never been greater. Firms differentiate through the scale of AI adoption, behavioral science infrastructure, proprietary tools, and the ability to deliver measurable outcomes across multi-year, multi-geography engagements. Selecting the right partner depends on the organization's transformation scope, AI readiness, and need for integrated, flexible, and outcome-focused consulting support.

IDC MARKETSCAPE VENDOR INCLUSION CRITERIA

This research includes an analysis of the largest business consulting firms based on their worldwide revenue in IDC's Services Tracker, and additional firms with broad portfolios spanning people, organization, and change management associated with different business consulting domains identified in IDC's services taxonomy. These criteria were used because the scope of this evaluation covers the broadest definition of people, organization, and change management consulting. The assessment is designed to evaluate the characteristics of each firm, as opposed to its size or the breadth of its services. It is conceivable, and in fact the case, that specialty firms can compete with multidisciplinary firms on an equal footing. As such, this evaluation should not be considered a "final judgment" on the firms to consider for a particular project. An enterprise's specific objectives and requirements will play a significant role in determining which firms should be considered as potential candidates for an engagement.

We measured the providers based on our definition of what people, organization, and change management consulting services include. For more detailed information on our definition of what constitutes business consulting services, see *IDC's Worldwide Services Taxonomy, 2025* (IDC #US52282025, March 2025). For more information on what is included, see the Market Definition Section in the Appendix.

ADVICE FOR TECHNOLOGY BUYERS

When the constant threat of the next technology advancement could completely disrupt your business, it makes business leader decision-making very difficult. Determine the next correct move often feels like a coin flip. Businesses decide which vendor they are going to use for their AI resource only to question their decision a month later. The next day they wonder what Mythos will do to their cyberspend. Discombobulated business consulting services buyers reach out to providers for answers and reassurance that while their next move may not be perfect, at least it shouldn't send them backward, hopefully.

Business consulting services providers are matching their response to the needs of leaders looking for advantage, clarity, and the best way to step forward in an exceedingly uncertain business environment. Now is an excellent opportunity to work with your buyers on the people, organization, and change management side of your consulting services offering. Because there is confusion, clients need you more. But they are not always certain that you will provide them with what they need, in the time required, in an affordable manner, and in a flexible format to match changing market and business environmental conditions.

Buyers expect AI-driven discounts in business consulting at a mean of 27% according to IDC's 2025 *AI-Powered Services Pricing Model Survey* (see *IDC's Survey: AI's Impact on Pricing Models for Business Consulting Services Buyers — AI-Powered Services Pricing Model Survey, 2025,* IDC #US54493326, May 2026). In the same survey, 56% of business consulting service buyers expect to pay a 56% premium for AI-powered service delivery in the next three years! Pricing in an AI-weighted world has made purchasing AI services confusing to buyers, and while outcome-based pricing works in many situations, it is not appropriate or desired by all clients.

While pricing may be a source of confusion, the need for providers to support buyers to increase their readiness for the next thing has only intensified. Continuing to differentiate and expand your services in the people, organization, and change management space is well timed to meet their needs.

VENDOR SUMMARY PROFILES

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.

Accenture

According to IDC analysis and buyer perception, Accenture is positioned in the Leaders category in this 2026 IDC MarketScape for worldwide people, organization, and change management consulting services.

Accenture's approach to this market is organized within its Reinvention Services model, and brings together the full talent and workforce life cycle, covering leadership and culture activation, operating model design, skills and learning, and workforce strategy, all equipped with AI-enabled solutions. The firm operates globally across the Americas, EMEA, Asia/Pacific, China, and India, with more than 700,000 employees.

The Talent practice within Accenture Reinvention Services brings together a large global team of practitioners across workforce transformation, change, learning, and leadership, supported by behavioral science expertise, actively building and deploying AI tools and agents. Accenture's Reinvention Navigator Suite platform illustrates the maturity of this effort: it encompasses a change strategist agent, readiness assessment agent, learning advisor agent, writer agent, and reviewer agent, all trained on the firm's change methods and adapted to client context. Accenture builds long-term, strategic partnerships with clients, often supporting transformation programs that evolve over multiple years and phases.

Accenture's AI integration across the Talent practice is deep and operationalized rather than aspirational. More than 50% of client engagements use AI in discovery, more than 50% use AI to augment consultant recommendations, and more than 50% embed AI as an ongoing component of transformation. Accenture has applied its own change and talent methodology to itself, as a proving ground for the AI adoption models it brings to clients.

Strengths

Accenture's primary strength in this market is the integration of AI directly into change and talent delivery rather than treating it as a separate capability. Investment in AI-enabled tools and agent-based solutions enhances how change and workforce transformation are delivered, supporting improved insights, consistency, and scalability. The Reinvention Navigator Suite and the Talent Navigator for workforce impact modeling represent a genuine delivery infrastructure built for the AI-era workforce. Behavioral scientists embedded in the talent and change practice add scientific grounding to behavioral activation. Accenture's ability to operate as its own credential, testing workforce models on its own population of more than 700,000 people before deploying them with clients, provides a credibility advantage that resonates with organizations navigating the same challenges at scale.

Challenges

Accenture’s scale, which can be a structural advantage in large enterprise transformation, can create challenges for clients seeking focused, advisory-led people strategy engagements. Organizations that want a smaller team or a more boutique change management experience may find Accenture’s model better calibrated to complex, multi-workstream programs than to discrete human capital advisory. Client feedback from the firm’s own reference conversations also points to a recurring opportunity: Accenture’s practitioners sometimes default to collaboration when directness would serve the client better. Buyers that are less experienced with large-scale transformation benefit most when Accenture is willing to lead with a clear point of view and hold it. The firm’s broad integration across industries and service lines also means that coordinating the right talent and change resources for a specific engagement requires active management, and quality of delivery can vary depending on who is fielded.

Consider Accenture when

Consider Accenture when the scope of transformation spans operating model redesign, leadership and culture design, workforce redesign, scaled learning, change activation, and AI adoption, within the same program, and when the organization needs a partner capable of delivering at scale across multiple geographies and functions simultaneously. Accenture is a good fit for enterprises that want AI embedded into both the solution and the delivery process itself, and for leaders that are willing to use their own organization as a testing ground for what AI-era ways of working actually require. Organizations in financial services, consumer goods, life sciences, manufacturing, or technology sectors undergoing large-scale operating model change will find Accenture’s integrated talent, behavioral science, and agentic delivery model well suited to the complexity ahead.

APPENDIX

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 customer 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 builds/delivers 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 individual vendor within the specific market segment being assessed.

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

People, organizational, and change (PO&C) consulting services are used in concert to adapt organizations to a constantly changing economic, geopolitical, and market ecosystem. People and organizational consulting seeks to clarify working relationships when management alters the workforce to changing markets, managing costs, and sizing the workforce in respect to business demand, native business growth, contraction, or scale around M&A. Change management is a structured approach to transitioning individuals, teams, and organizations from a current state to a goal state, which includes both organizational change management processes and individual change management models that work in concert to respond to and enable the people side of change. PO&C consulting providers, when successful, partner with businesses to create robust and competitive organizations by enabling people to continually work at their best no matter the circumstance. PO&C consulting includes the following supporting activities:

- Leadership consulting
- Human resources and management consulting
- HR operations consulting
- Talent acquisition consulting
- Employee experience consulting
- Culture consulting
- Agile business consulting

Business consulting involves advisory and implementation services related to management issues. It often includes defining an organization’s strategy and goals and designing and implementing the structures and processes that help the organization reach its goals. Business consulting includes three main areas: strategy consulting, operational improvement consulting, and change and organization consulting.

The market is primarily served by four firm types:

- **Multidisciplinary:** IDC describes multidisciplinary firms as large, diversified consulting organizations that offer a range of business consulting services to clients across a myriad of sectors — Deloitte, EY, KPMG, and PwC. To distinguish these from other specialty firms, consulting services must address more than two functional business areas in addition to providing strategy and operational implementations and have an audit business.
- **Technology led:** These are also large, multifaceted firms and are known for deep expertise in both technology and business consulting — Accenture, Capgemini, Cognizant, DXC, EPAM, IBM, Infosys, and Wipro. IDC identifies these firms as those that expanded from information technology-centric businesses into more broad business consulting or vice versa.
- **Strategy led:** These business consultancies are built around high-level strategic advisory work for senior executives and boards that concentrate on competitive positioning, M&A, and organizational transformation — Bain, BCG, and McKinsey. Their reputation rests on intellectual rigor, proprietary frameworks, and deep relationships at the C-suite level.
- **Specialty:** Specialty firms have focused areas of consulting expertise in specific industries, functional areas, or technologies — North Highland and West Monroe. They are management and strategic consulting specialists that offer primarily strategy consulting and business intelligence models to specific sectors or industries including government fit into this category of firms.

LEARN MORE

Related research

- *IDC Survey: Worldwide Business Consulting Services Global Client Value Survey, 2026* (IDC #US54016726, June 2026)
- *Day Zero: Getting the Organization AI-Ready — Agentic Ways of Working Series* (IDC #US54542626, June 2026)
- *Business Consulting Services Trend Report — Business Consulting Services Shift Operating Stance* (IDC #US53370126, May 2026)
- *AI's Impact on Pricing Models for Business Consulting Services Buyers — Detailed perspective version* (IDC #US54540426, May 2026)
- *IDC Market Glance: Business Consulting Services, 2Q26* (IDC #US53370326, April 2026)
- *Buyer's Perspective: Developing Agentic Ways of Working, 2026* (IDC #US54184226, January 2026)

Synopsis

This IDC study evaluates global consulting firms on their ability to deliver people, organization, and change management services in an AI-driven business environment. It highlights each vendor's strengths, challenges, and differentiators, emphasizing the growing importance of AI integration, behavioral science, and scalable delivery models. It provides actionable insights for technology buyers navigating complex transformation initiatives, underscoring the need for tailored, outcome-focused consulting partnerships.

"In an era where AI can disrupt business models overnight, the true differentiator isn't just technology. It is how organizations orchestrate people, culture, and change. The future belongs to those who master the human side of transformation, not just the digital. Are you ready to lead in the age of perpetual reinvention?" — Bill Latshaw, research director, Business Consulting Services at IDC

ABOUT IDC

International Data Corporation (IDC) is the premier global market intelligence, data, and events provider 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 and industry opportunities and trends in over 110 countries. IDC's analysis and insight help IT professionals, business executives, and the investment community make fact-based technology decisions and achieve their key business objectives.

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