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# India's Consulting Renaissance:

## How Leadership, Expertise, and Implementation Are Redefining 'World-Class'

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# Executive Summary

India’s consulting industry is undergoing a quiet revolution, led by home-grown firms that blend entrepreneurial drive with disciplined execution to deliver measurable outcomes. Their strength lies in leadership that owns outcomes, expertise grounded in Indian business realities, and enactment models that convert strategy into measurable performance.

Globally, the future of consulting will be defined not by scale or pedigree, but by proof of performance, agility in execution, and a vision that sees growth through the lens of results.





# The Changing Landscape of Consulting in India

The consulting ecosystem in India is undergoing a powerful transformation, from being a market served by global firms (including the Big 4), to one increasingly shaped by its own intellectual capital. [With a market size of \\$8.31 billion in 2025 as per reports from Mordor Intelligence, the management consulting services sector is expected to grow at a CAGR of 12.91% to \\$15.25 billion by 2030.](#) Meanwhile, the industry has evolved from functional advisory and project support to driving enterprise-wide change and strategic growth across sectors.

## What clients are looking for

Companies today prefer working with consulting firms that understand the business context in India, including its regulatory nuances, socio-economic diversity, and digital momentum. They are increasingly selective, valuing advisors who can interpret on-ground realities, instead of applying generic, one-size-fits-all frameworks.

## The Indian response

Indian consulting firms meet these expectations with their deeper cultural intelligence, stronger cross-sector benches, and delivery models calibrated to India's complexity and scale. Their methodologies are not retrofitted from other markets; they are designed specifically for India's complexity and scale while still benchmarked against global best practices. This adaptation allows the consultants to provide context-specific strategies that translate into sustained, measurable impact. This shift is driven by multiple forces: a digitally confident economy, national policy alignment through initiatives like Make in India and Atmanirbhar Bharat, expanding mid-cap enterprises, and a surge in public-private transformation projects have redefined what "consulting value" implies. In this environment, advisory engagements are delivering operational agility, tech-enabled scalability, and compliance readiness. According to a [Mordor Intelligence report](#), the BFSI sector accounted for 27.33% of the management consulting industry's 2024 revenue due to regulatory obligations around

cybersecurity, operational resilience, and digital KYC. That being said, the healthcare and life sciences sectors look poised to overtake this dominance at 19.65% CAGR, [driven by telehealth's 20.75% growth outlook as per TechSci Research](#), as well as the [massive reach of the eSanjeevani platform](#).

Pharma companies are turning to consultants for guidance on modernizing their distribution networks through digital tools and aligning compliance practices across international markets. Healthcare providers are bringing in external experts to restructure clinical workflows that incorporate virtual care platforms and distance-based diagnostic services. Meanwhile, industrial producers, utility companies, and public agencies are experiencing more gradual but consistent expansion in consulting demand, frequently tied to smart manufacturing initiatives, electrical infrastructure upgrades, or enhancements to citizen services.

The message is clear: Backed by capability and credibility, India's consulting renaissance is a leadership moment, built on the conviction that global-class outcomes can originate at home.

## Leadership: Steering Growth with Local Vision and Global Relevance

In the domain of consulting, leadership goes beyond managing teams and looking into delivery frameworks. Leaders have to take ownership of outcomes, understand every business context in depth, and stay agile to adapt as circumstances change. Consultancies established initially in India are led by entrepreneurial founders and senior partners who have that ownership mindset: they're responsible and stay closely engaged with clients' operating realities.

Operating within India's complex business ecosystem, these leaders combine contextual intelligence with global quality benchmarks, enabling faster decisions and deeper alignment with clients.

From a macro perspective, NASSCOM reports that India's technology and services ecosystem now represents more than US\$280 billion, signalling a structural shift from cost-arbitrage delivery to value-led innovation. This shift is reshaping the consulting landscape as well. Clients are no longer seeking experts to just execute their projects efficiently—they expect partners that can architect transformation, embed digital capabilities, and drive measurable outcomes. In response, consulting leaders look beyond repeat engagements and drive measurable business changes for their clients. The entrepreneurial spirit of owner-managed firms enables quicker decision-making, closer client alignment, and an inherent focus on results over rhetoric.

## Where Domain Knowledge Meets Applied Intelligence

Expertise is a decisive differentiator for India's new generation of consultancy firms. While they compete in the same arenas as international players – audit and assurance, tax, risk, digital transformation, and risk advisory – their strength lies in how deeply they turn knowledge and experience into value for a client.

Unlike the global networks bound by standardized practices (also used in other countries), Indian-origin firms draw on domain expertise and experience built through direct market immersion. Besides being driven by compliance and control frameworks, their insights are rooted in commercial realities and the varied nature of Indian enterprises: family-run businesses,

fast-scaling mid-market firms, and public sector units where complex policies can disrupt projects. Indian firms are also acclimatized to the regulatory ecosystems that demand high agility and nuanced interpretation.

This depth is amplified by applied intelligence: the use of analytics, automation, and domain-specific AI to convert advisory insight into tangible results. Instead of delivering services through templated systems, they design adaptive, cost-effective solutions tailored to local business dynamics.





## The Indian Consulting Cycle



True expertise lies not in adopting every new technology, but in discerning where it genuinely drives performance. That distinction separates noise from value. The hype around generative AI has prompted many companies to deploy it indiscriminately, often without a clear business case. And this is why most studies show [that over 90% of enterprise AI projects fail](#) to meet intended goals. A seasoned consulting partner brings clarity by identifying the right use cases, addressing data issues, and ensuring AI becomes an enabler of performance rather than a distraction from purpose.

An advantage for Indian consultancy service providers also comes from ownership and continuity. They have decision-makers who build a firm and remain closely involved in client outcomes, ensuring accountability that scales with trust.

By fusing domain expertise with entrepreneurial accountability, a home-grown consultancy proves that globally renowned services can be locally created, refined, and delivered.

## Implementation: From Presentation Slides to Performance

Execution is where professional services get tested, and this is the next phase where Indian consultancy firms steadily prove their strength. Their delivery model blends agility, technology, and accountability to turn plans into real-world impact.

Operating closer to a client's site, these firms embed their project teams within operations rather than managing them remotely. The proximity expedites decision-making and ensures that recommendations evolve in line with business conditions. It also fosters co-creation, in

which consultants and clients jointly own milestones and outcomes.

Implementation excellence is further reinforced by streamlined program management, digital monitoring tools, and precise performance metrics clarified at the project's outset. Each deliverable is linked to a business outcome, such as productivity gains, improved compliance, or risk reduction. Such outcomes are documented to ensure that consultancy services have led to operational efficiency.

In a world of presentation-led consulting, Indian firms are quietly defining success as the point where strategy turns into measurable change.

# Competitive Differentiation: Proof, Performance, and ROI

Although consulting has long rewarded reputation and inherited brand equity, things are changing now. Here’s how the new wave of Indian consulting firms, including Practus, competes not on legacy, but on value creation.

## How Home-Grown Firms Compete and Win on ROI

Dimension	Global Firms	Home-Grown Indian Firms
Brand Strength	Established global name	Built through demonstrated results
Client Engagement	Framework-driven	Outcome-driven and ROI-focused
Leadership Structure	Distributed across global headquarters	Founder-led, hands-on oversight
Delivery Approach	Standardized methodology	Adaptive, context-specific solutions
Value Proof	Reputation and scale	Quantified ROI and performance metrics
Accountability	Institutional	Entrepreneurial and personal
Innovation Leverage	Global knowledge base	Locally engineered, flexible innovation

In today’s consulting marketplace, conversations about value are meaningless unless they translate into measurable results – that’s the Practus promise.

The differentiation stems not from size, but from substance. We earn our clients' trust through verifiable outcomes: revenue growth, compliance accuracy, operational efficiency, and cost rationalization. Every engagement is a live demonstration of value creation.

What makes this approach powerful is the entrepreneurial accountability that underpins it. Once we start working on a project, we treat it as a reflection of our own credibility, providing sharp

oversight and fast course correction. The ownership mindset bridges the gap between advice and execution.

By grounding its methodologies in assessable progress, Practus reframes the definition of quality itself. Our team proves that excellence in the consultancy space is not defined by longevity or global footprint; it’s defined by consistent ROI that clients see on their balance sheets.



# Vision: Creating a New Global Consulting Identity

Vision involves shaping the future with clarity, courage, and conviction. Practus fulfils this vision by proving that Indian consulting firms can redefine what “world-class” actually means. Our approach rests on four pillars that together redefine what world-class consulting looks like:

Pillar	Focus	Outcome
Leadership	Entrepreneurial spirit, hands-on accountability	Direction and Trust
Expertise	Domain depth + applied intelligence	Insight and Precision
Implementation	Agile execution, measurable ROI	Proven Impact
Vision	Innovation, sustainability, global relevance	Enduring Growth

The growth narrative is built around tangible business outcomes and not theoretical frameworks. Practus has delivered 3x to 10x ROI on the projects it managed across finance transformation, business performance improvement, digital enablement, post-merger integration, and data analytics-as-a-service engagements. Our client [success stories](#) are hard proof that Indian consultancies can rival and surpass the efficiency benchmarks set by legacy firms.

What sets this vision apart is its grounded realism. At Practus, we record results, track exact success rates, and identify replicable patterns that help convert expertise into scalable value. We’re building not just a consulting firm, but a movement where Indian intellect, integrity, and implementation set the global benchmark for results.



## A Leadership Model for the World

Similar to the transformation of its service delivery in the Global Capability Center (GCC) space, India's rise as an international consulting powerhouse is now underway. The convergence of entrepreneurial spirit, deep domain expertise, implementation tactics, and visible momentum has given our firms a decisive edge.

By keeping their success rooted in accountability, agility, and ROI, these organizations redefine what it means to be "world-class." And Practus exemplifies the transformation as a firm that integrates strategic foresight with execution excellence to deliver enduring value.

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## About the Author

**Deepak Narayanan**  
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With over two decades of global consulting experience, Deepak has built Practus on a core conviction: consulting must deliver measurable results through execution excellence and sustained client impact., not just recommendations. Recognized among India's Top 25 CEOs in 2023, he leads with a people-first, performance-driven philosophy. A Chartered Accountant and Harvard Business School alumnus, he aims to position Practus as the first Indian-origin consulting firm to reach a \$1 billion valuation by 2030.

