



ALM INTELLIGENCE
**PACESETTER
RESEARCH**

Agenda & Team

- What is ALM Pacesetter Research?
- The Evolution From Consulting Intelligence
- Pacesetter Advisory Council
- Methodology
- Report Structure
- 2020 Topics
- Questions



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What is ALM Intelligence Pacesetter Research?

- Pacesetter Research is an independent third-party market research offering from ALM Intelligence
- It focuses on issues that traditionally utilize advisory services from a variety of professional service firms
- It evaluates providers from the perspective of client issues rather than a specific capability or technology
- All firms named in Pacesetter Research reports will be “Market Leaders”, with certain firms designated as “Pacesetters”
- This is not a pay-for-play or vanity offering; typically, only 5-8 firms are named for each topic area
- Firms are selected in part through recommendations from the Pacesetter Advisory Council, comprised of both internal & external members, including GCs, Consultants, ALM journalists, and more.



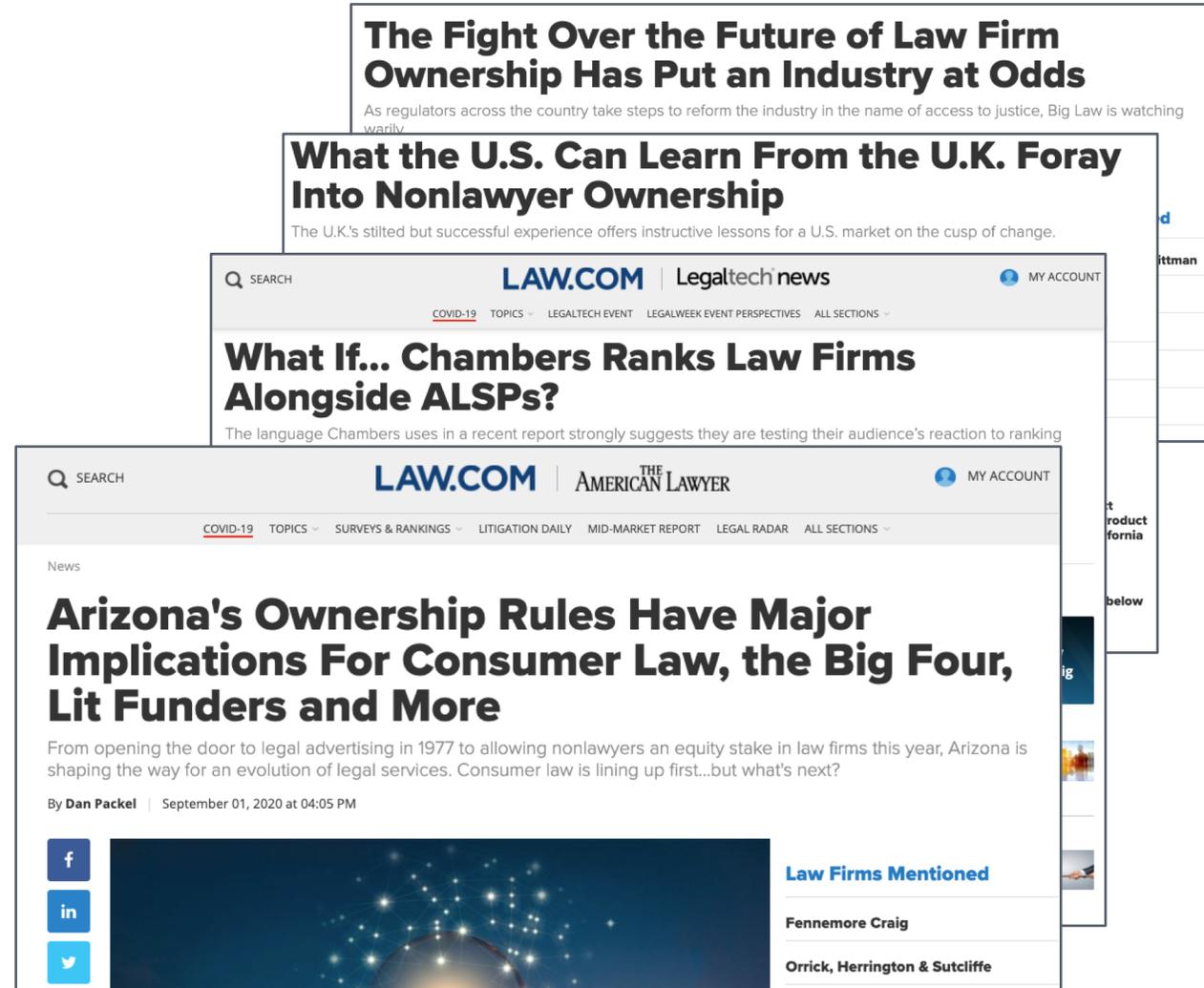
Professional services providers realize they cannot be all things to all people. They are restructuring their business models, joining ecosystems, and innovating to remain competitive. Buyers find it increasingly difficult to navigate the market where the traditional boundary markers are dissolving.

Why are we launching ALM Intelligence Pacesetter Research?

ALM Intelligence believes the time is right for a new way of looking at the B2B professional services market due to the impact of key trends on patterns of market supply, demand, behavior, and ways of doing business

- Changes in buying behavior are creating demand for services and solutions that create more value, cost less, and are less complex to manage
- In-sourcing of highly skilled professionals has resulted in less demand for big ideas and more demand for business outcomes
- Professional services providers realize – or are beginning to realize – that they cannot be all things to all people
- The trend to incorporate risk into the strategic agenda is accelerating and we expect risk management will increasingly be a core demand of professional services¹

Convergence



The Fight Over the Future of Law Firm Ownership Has Put an Industry at Odds
As regulators across the country take steps to reform the industry in the name of access to justice, Big Law is watching warily.

What the U.S. Can Learn From the U.K. Foray Into Nonlawyer Ownership
The U.K.'s stilted but successful experience offers instructive lessons for a U.S. market on the cusp of change.

What If... Chambers Ranks Law Firms Alongside ALSPs?
The language Chambers uses in a recent report strongly suggests they are testing their audience's reaction to ranking

Arizona's Ownership Rules Have Major Implications For Consumer Law, the Big Four, Lit Funders and More
From opening the door to legal advertising in 1977 to allowing nonlawyers an equity stake in law firms this year, Arizona is shaping the way for an evolution of legal services. Consumer law is lining up first...but what's next?
By Dan Packel | September 01, 2020 at 04:05 PM

Law Firms Mentioned

- Fennemore Craig
- Orrick, Herrington & Sutcliffe

1. The ALM Vanguard: Strategic Risk Management Consulting 2019

Who is the target audience for ALM Intelligence Pacesetter Research?

ALM Intelligence Pacesetter Research takes a platform view of the two-sided market for professional services, providing objective assessments of service providers and insightful viewpoints on demand trends that help buyers evaluate their options and providers identify business opportunities and threats.

Value for Sellers

Outside-In

Answers demand for independent, third-party research evaluating providers from the perspective of client issues rather than a specific capability or technology

Ecosystem View

Enhances ecosystem view of professional services market, challenging blind spots that can sabotage strategic and business planning

Market Validation

Provides independent analysis and insight that can be leveraged for marketing activities, e.g., proposals, press releases, banner advertising

ALM Expertise

Integrates ALM's expertise in law, consulting, insurance, and financial advisory for segment strategy analyses in the evolving risk market

Value for Buyers

Navigate Complex Landscape

Develop an ecosystem view of the landscape for professional services and an understanding of the multiple, overlapping touchpoints that a cross-section of providers have in a client organization

Procurement Governance

Cultivate an understanding of stakeholder priorities across front, middle, and back office functions for sourcing and contracting professional services; accelerate tendering, negotiating, and approval processes with insights into providers' value propositions, service delivery models, talent, and intellectual property

Third Party Risk

Improve understanding of providers' networks of business relationships involved in the creation and distribution of products and services, including the complexity of that ecosystem and potential conflicts of interest

Pricing Options

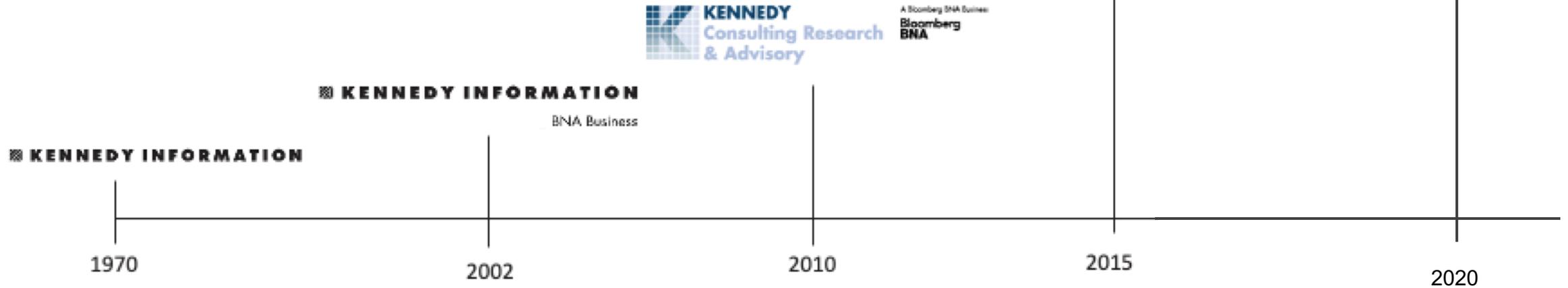
Enter contract negotiations armed with knowledge of provider' pricing models, e.g., retainer, flat rate, value-based, traditional time and materials approach, PEPM, or a hybrid pricing model

ALM Intelligence Pacesetter Research reports will retail between \$6,000 - \$7,500 each. As we introduce Pacesetter Research to the legal community, firms that are Market Leaders and Pacesetters who engage with ALM during the process will receive a copy of the report at no charge.

The Evolution of Consulting Intelligence to Pacesetter Research

The Evolution to ALM Pacesetter Research

ALM Intelligence



**Management Consulting's
Drivers**

Our Historical Capabilities & Deliverables We Are Building On

ALM Intelligence analyzed the consulting industry:

Our customers comprised of buyers and providers of consulting services, spanning the spectrum of small to enterprise-sized consulting firms and corporate consulting groups, to Fortune 500 companies, government entities, and investment groups that spend on consulting services.

Product/Service	Description	Audience	Value
Vanguard 	Ratings of provider capabilities <u>by service taxonomy</u> ; includes best-in-class sub-categories and briefings on each provider	<ul style="list-style-type: none"> Fortune 500 Global 20 Mid/boutique providers 	<ul style="list-style-type: none"> Provider selection 3rd party validation External marketing by providers
Forecast 	Market trends, size and growth of management consulting areas <u>by client services and geography</u> ; includes rankings of largest providers. Bespoke analysis by industry.	<ul style="list-style-type: none"> Global 20 Mid/boutique providers 	<ul style="list-style-type: none"> Business planning Market share Buying demand
Research Portal 	User-directed repositories of data and research outputs that also form foundation of CMS/DB input platform	<ul style="list-style-type: none"> Global 20 Mid/boutique providers Fortune 500 Internal Consulting team 	<ul style="list-style-type: none"> IP control and access Centralized data CMS/DB Foundation Customized outputs
Customized Outputs 	Tailored analyses of competitors' ratings by any combination of services; market landscapes and size/growth by service, industry, geography, or any combination	<ul style="list-style-type: none"> Global 20 Mid/boutique providers Fortune 500 Internal Consulting team 	<ul style="list-style-type: none"> Business planning Competitive comparisons by practice of market

ALM POV - Management Consulting & Research Methodology

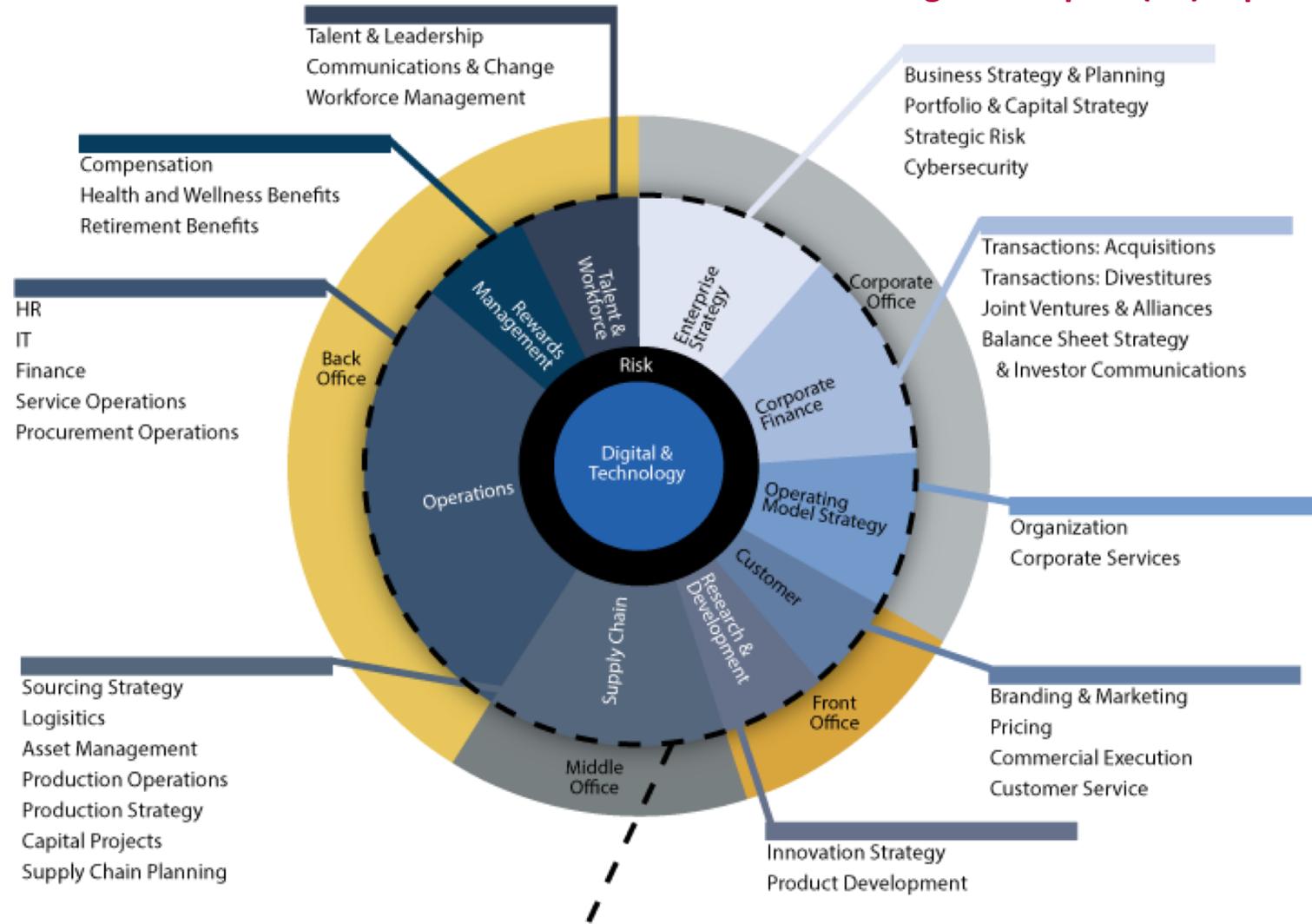
Global Forecast: (4) Regions

- North America Forecast
- EMEA Forecast
- Asia Pacific Forecast
- Latin America Forecast

Industry Forecast: (12) Sectors

- | | |
|-----------------------|---------------------------|
| Education | Aerospace & Defense |
| Bus & Prof Services | Natural Resources & Power |
| Con, RE & Hospitality | Financial Services |
| Healthcare | Wholesale & Retail |
| Public Sector | Communications & Media |
| Manufacturing | Transport & Logistics |

Vanguard Report (34) topics



How Do Our Clients Use Our Research?



EY positioned a leader in The ALM Vanguard: Transactions-Divestitures Consulting 2019

We are delighted to announce that EY has been positioned a leader in Transactions-Divestitures Consulting by ALM Intelligence in their recent report, 'The ALM Vanguard: Transactions-Divestitures Consulting 2019'.

According to ALM Intelligence, "EY has been adding to its legacy, dedicated Separate and Distressed services through continuing investments in its deal-related services, Capital Edge, CarveX, and Embryonic. These tools are highly complementary to EY's management and operational (including change management) strengths in deals. The firm's expertise in these areas is a key differentiator in the market."

ALM Intelligence

Source: ALM Intelligence's Transaction-Divestitures Consulting (Q 2019), used by licensing permissions

Buyer Ratings Guide

Provider Capability Ratings

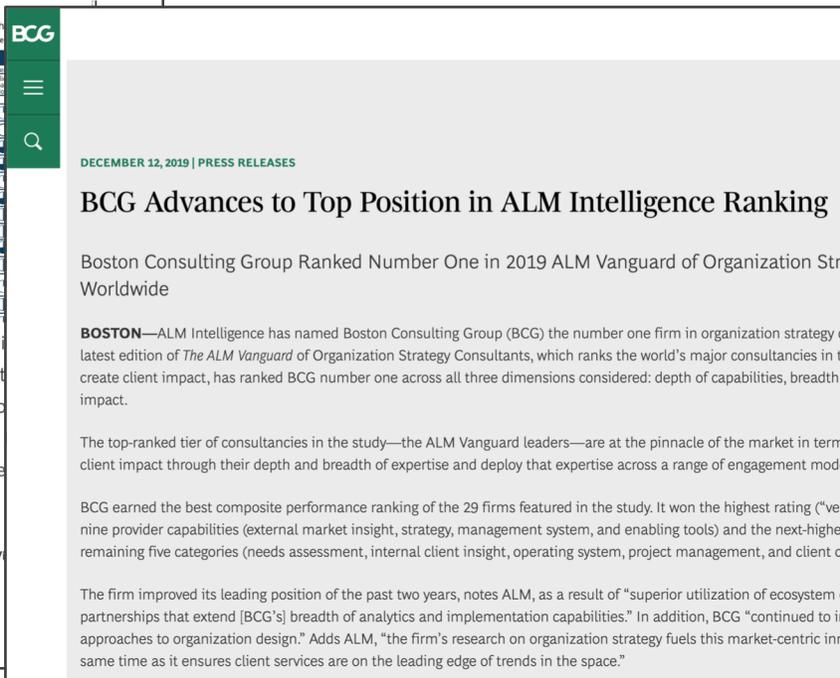
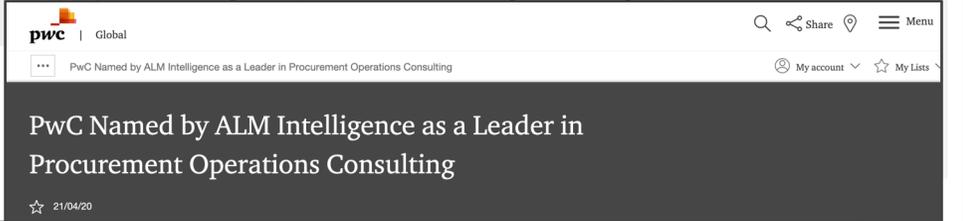
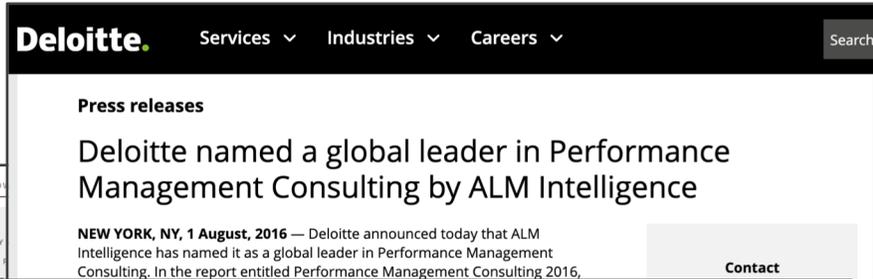
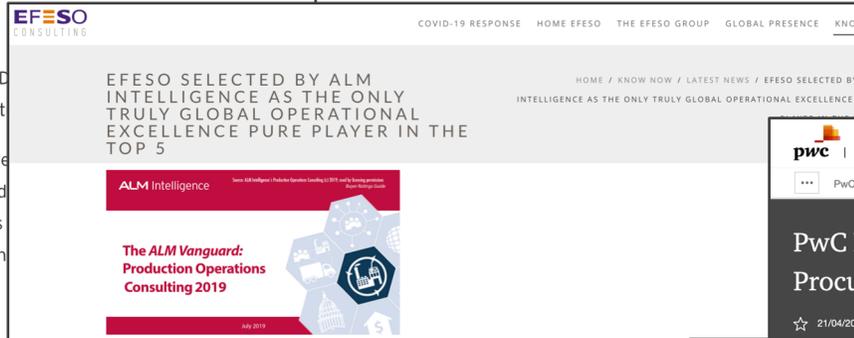
The table below provides detailed capability ratings for transactions -- divestitures consulting providers. (See the section of this report for explanations of the capabilities.)

Provider	Capabilities						
	Needs Assessment	External Market Insight	Internal Client Insight	Strategy	Operating System	Management System	Project Management
A.T. Kearney Holdings Limited	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong
Accenture LLP	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong
AliaPartners	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong
Alvarez & Marsal Holdings, LLC	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong
Andersen	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong
Bain & Company	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong
Baker Tilly Virchow Krause, LLP	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong
BDO International	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong
Boston Consulting Group	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong
Centric Consulting	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong
CGA International, Inc. (Charles River Associates)	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong
CrossCountry Consulting	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong	Very Strong

According to ALM Intelligence, "EY continues to advance its position as a leader in Transactions-Divestitures Consulting by leveraging its digital capabilities focused on transforming corporate services into digital solutions for organizations to innovate at scale. Clients perceive EY as ahead of the competition, notably their ability to guide c-suite stakeholders through "art of the possible" and the firm's Wavespace centers and capabilities in the end-to-end process, maintenance, and intelligent automation."

Source: The ALM Vanguard: Corporate Services Consulting 2019 (November 2019), Liz DeVito

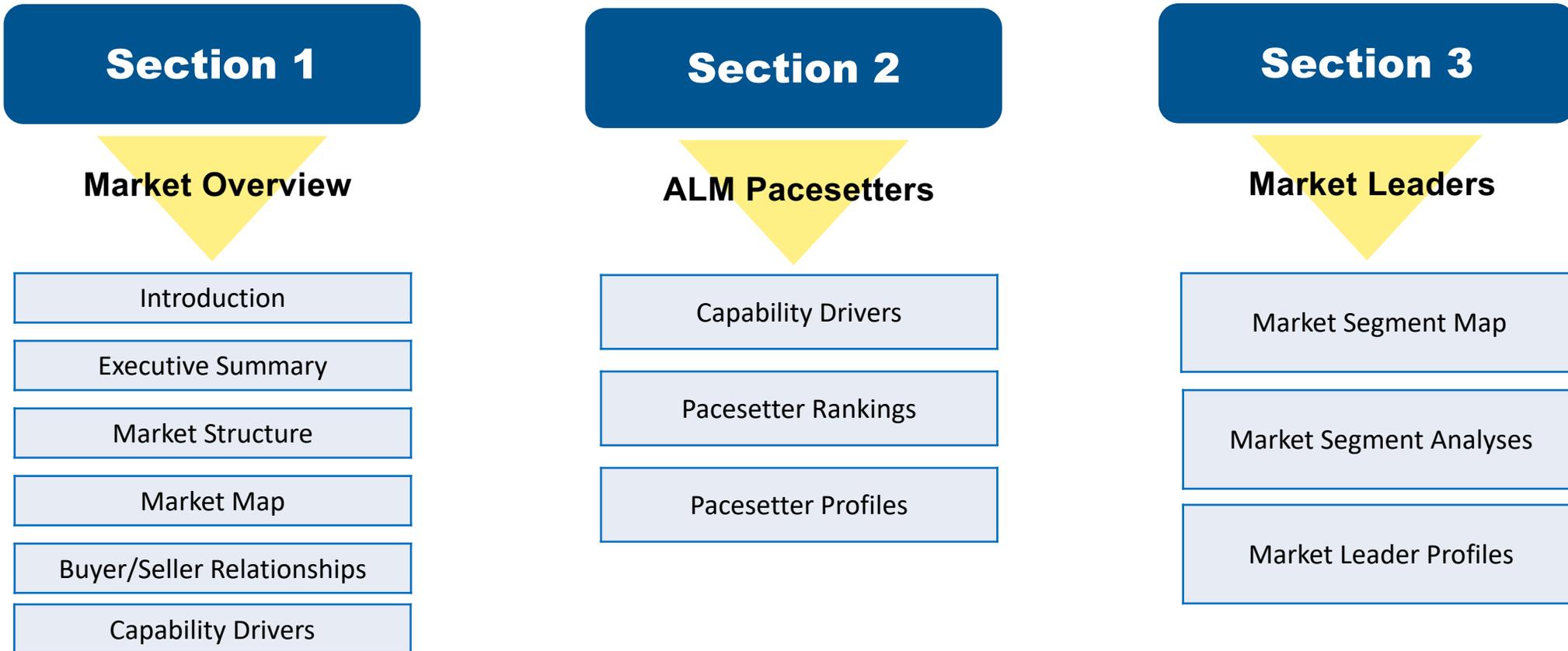
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ALM Intelligence Pacesetter Research Report Structure

How is a Pacesetter Research Report Structured?

There are three main sections of the report that flow from marketplace discussion to the Pacesetters profiles to the market segment chapters where the Segment Leaders are profiled



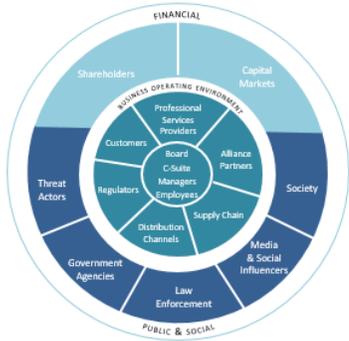
The following selected sample pages are from a prototype Cybersecurity Services report

Section 1 – Market Overview

Market Structure

The Cybersecurity Mandate for Professional Services

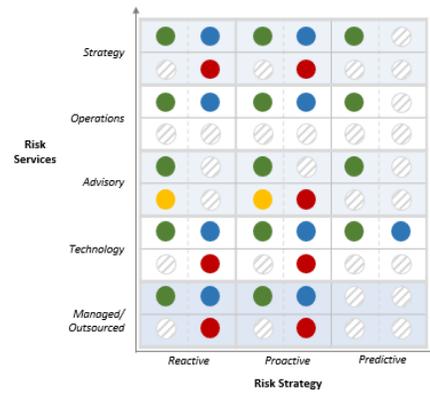
Cybersecurity is a business risk that radiates across the enterprise, its ecosystem, and the society it serves, affecting everything from compliance and data safety to growth strategies, innovation, and talent management; professional services providers need to stay ahead of the curve with new, innovative security options for their clients that balance automation and the human element



- The pervasive reach and impact of the enterprise effectively render cybersecurity a stakeholder, giving entry points into an organization's professional services
- XXXXXXXXXXXX
- XXXXXXXXXXXX

Market Map

Cybersecurity Services: Market Map



● Management Consulting ● Information Technology ● Legal ● Insurance ○ Not a core competency of this segment

Analyst Commentary

- Management breadth and depth providing this competitive access to core proposition to capabilities
- Information Technology
- Law firms.....
- Insurance companies

Buyer/Seller Relationship

Cybersecurity Services: C-Suite Stakeholders

C-Suite Stakeholders	Professional Services Provider Segments				Roles & Relationships
	Consulting	Information Technology	Advisory	Managed/Outsourced	
Board/CEO	Green	Yellow	Green	Yellow	Fiduciary responsibility to assess and manage cyber risk; must tackle cybersecurity from a strategic, enterprise perspective; requires a cross-functional, top-down approach executed with trusted advisors serving as facilitators
Chief Financial Officer (CFO)	Green	Red	Green	Yellow	Analyzes cost impact of cyber events; conducts cost/benefit analysis of cybersecurity investments; advises board on acquisition of professional services
Chief Operations Officer (COO)	Green	Yellow	Yellow	Green	First line of defense against cyber events; manages day-to-day operations, business processes, and workplace stability; directly involved in purchasing consulting and managed services
Chief Information Officer (CIO)	Green	Green	Red	Green	Accountable for security of organization's digital assets; directly responsible for design and implementation of cybersecurity technology investments; collaborates with COO on development of policies and internal alert services
General Counsel	Green	Red	Red	Yellow	
Chief Procurement Officer (CPO)	Yellow	Yellow	Yellow	Yellow	
Risk Suite (CRO, CISO, CCO)	Green	Green	Green	Green	

■ Directly involved in scoping and purchasing services
 ■ Key influencer; accountable and/or responsible for executing strategy
 ■ Not involved in purchasing decision or project execution

Section 2 – ALM Pacesetter Profiles

Page 1

ALM Paceseters: Cybersecurity Services ► Accenture

Accenture Security believes that implementing the right security strategy and cyber defense programs are the core of business resilience and brand reputation

	Global revenues, 2019 ¹	US\$ 2.5 billion
	Global Managing Director	(Mr.) Kelly Bissell

Accenture's global cybersecurity offerings are anchored in Accenture Security, which sits at the nexus of Accenture's five business lines – Strategy, Consulting, Digital, Technology, and Operations. Accenture Security provides services in five core focus areas: strategy and risk, cyber defense, digital identity, application security and managed security.

Cybersecurity services are delivered to the U.S. public sector through the Cyber Resilience practice within Accenture Federal Services (AFS), a subsidiary of Accenture headquartered in Chicago and for which consultants are required to secure government clearance. However, Cyber Resilience professionals collaborate with those in Accenture Security and also share a P&L.

The firm draws on expertise across its internal and external ecosystems to deliver cybersecurity services, including third-party partnerships and alliances, six Cyber Fusion Centers, four Cyber Labs, 14 Delivery Centers and three Cyber Ranges (one just opened in Houston for ICS/OT testing). This is in addition to The Dock at the Dublin headquarters, which is a firm-wide innovation and ideation center.

1. Accenture's fiscal year ends August 31; Accenture Security revenues sourced from Kelly Bissell leadership profile, Accenture.com, June 2020

■ Services delivered

Momentum	Business Model	Value Proposition	Service Delivery	Client Impact	Brand Eminence
	●	●	●	●	●

Client Impact Score

Accenture Security: 89.3

LOW 20-40 41-60 61-80 81-100 HIGH

KEY ■ Regressing ■ Unchanged ■ Advancing

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ALM Paceseters: Cybersecurity Services ► Accenture Security

Pacesetter Criteria	Momentum	Analysis
Business Model	●	
Value Proposition	●	
Service Delivery	●	
Client Impact	●	
Brand Eminence	●	

KEY ■ Regressing ■ Unchanged ■ Advancing

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Methodology & Schedule

What is an ALM Pacesetter vs. a Market Leader?

ALM Pacesetters and Market Leaders demonstrate market leadership by their ability to partner with clients to solve business challenges, mitigate risk, improve operations, and capture market opportunities ♦ ALM Pacesetters are singled out for their ability to respond to a variety of client contexts and deploy their capacity to create impact in the face of increasingly complex engagements

Evaluation Criteria

All providers covered in a specific research topic are scored and evaluated against the same set of criteria. Pacesetter and Segment Leader designations are determined by each provider's composite score, where a score of 80 and above is required to be named an ALM Pacesetter. Analyst determines criteria weightings and will share with providers during kick-off.

1.	Business Model	Provider's ability to reposition core competencies around new products, services, and business models to adapt to shifting patterns of market supply, demand, behavior, and ways of doing business.	<ol style="list-style-type: none"> 1. Scope of services 2. Supply chain 3. Ecosystem 	<ol style="list-style-type: none"> 4. Corporate development 5. Innovation
2.	Value Proposition	Provider's ability to deliver on its value proposition, i.e., the positioning statement that communicates the benefits and economic value a prospect will receive by purchasing the provider's products and services over a competitor's.	<ol style="list-style-type: none"> 1. Differentiation 2. Risk management 3. Measurable outcomes 	<ol style="list-style-type: none"> 4. Evidence-based design 5. Pricing
3.	Service Delivery	Provider's ability to mobilize resources and configure assets to serve clients.	<ol style="list-style-type: none"> 1. Solutions design 2. Engagement model 3. Talent & culture 	<ol style="list-style-type: none"> 4. Project management 5. Enabling tools
4.	Client Impact	Provider's ability to help clients effect continuous, sustainable change, mitigate risk, improve performance, manage risk, and achieve growth.	<ol style="list-style-type: none"> 1. Relationship management 2. Business case development 3. Stakeholder conversations 	<ol style="list-style-type: none"> 4. Change management & capability development 5. Living laboratory
5.	Brand Eminence	Provider's ability to leverage brand and marketing strategies to differentiate as an expert practitioner and thought leader.	<ol style="list-style-type: none"> 1. Thought leadership 2. Intellectual property 3. External partnerships 	<ol style="list-style-type: none"> 4. Sales & marketing 5. Case studies

Note: Detailed definitions are available on request from Jim Doyle, Tomek Jankowski, and Liz DeVito

What we mean by “moving the needle” – Business Model

AXA XL is an example of a Provider considered a pacesetter in cybersecurity services because of the mix of risk services it offers and the ecosystem it has developed to deliver on those services



As part of your cyber insurance policy, you'll have access to proactive services, dedicated support, and flexible coverages

Proactive Risk Services

Risk mitigation through AXA's network of industry partners

- Advanced endpoint protection and security services
- Social engineering and phishing campaigns
- Privacy awareness training
- Incident response planning
- 3rd party contract review
- Cyber security compliance assistance

Reactive Risk Services

Readiness and Incident Response Services

- Computer Forensics
- Data Breach Notification and Call Center Services
- Credit and ID monitoring
- Expert legal counsel
- Public Relations and crisis management

Claims Experts

- Dedicated and experienced attorneys who provide hands-on service through the entire breach and claims process
- Ability to submit data breaches via a 24-hour hotline staffed by our claims team

AXA XL's cybersecurity services extend beyond the traditional service delivery model for an insurance provider to include:

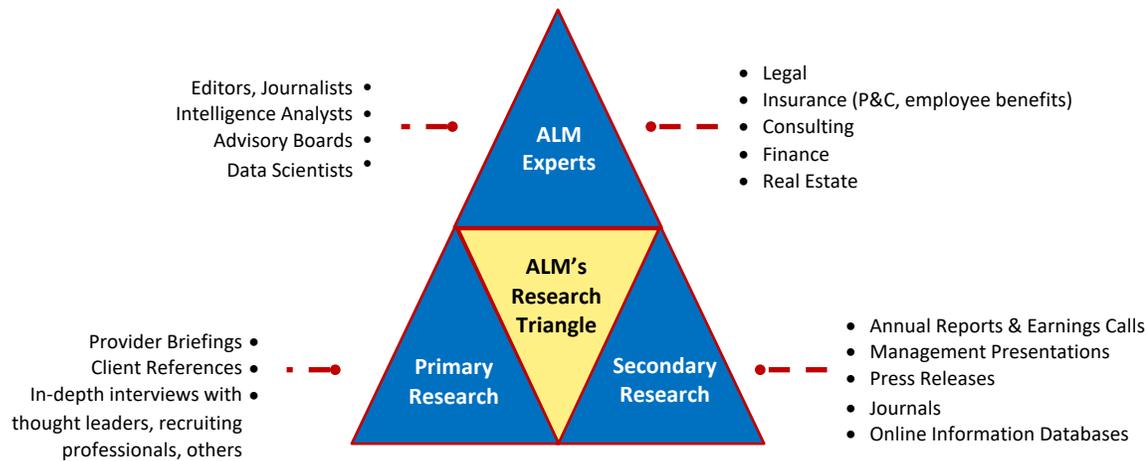
- Insurance coverage
- Legal advisory (data breach, contract review, claims processing)
- Consulting (crisis management, PR, incident response strategy)
- Risk (compliance)
- Managed services (incident response, credit and ID monitoring, claims processing)

Pacesetter criteria: business model (scope of services, ecosystem), value proposition (risk management), client impact (stakeholder conversations)

Source: AXA XL website, June 2020 ([Link](#))

What is the research methodology for ALM Pacesetters?

ALM Pacesetters research analysts combine qualitative and quantitative research methods to assess how professional services providers help clients anticipate, mitigate, and remediate their business risks in the context of specific challenges



Research & Production At-A-Glance

The research and production process for an ALM Pacesetters report spans two months, although some processes are ongoing

Timing	Research Process [Team]
Ongoing	Continuous monitoring and evaluation of providers to determine eligibility for inclusion in an ALM Pacesetters report topic [Pacesetters Advisory Council, ALM Pacesetters Lead Analysts]
Weeks 1-4	Provider Outreach: notify of selection for inclusion, request briefing and client references, conduct briefings and client interviews [Sales, ALM Pacesetters Lead Analysts]
Weeks 5 & 6	Finalize first draft of ALM Pacesetter research report [ALM Pacesetters Lead Analysts]
Weeks 7 & 8	Produce ALM Pacesetters research report [Production]
	Notify providers of impending release and their status as an ALM Pacesetter or Segment Leader [Sales, ALM Pacesetter Lead Analysts]
Weeks 8 and beyond	Fulfill sales requests [Sales]
	Schedule debriefs with providers [Sales, ALM Pacesetters Lead Analysts]

What are the Pacesetter topics for 2020?

We will be producing six ALM Pacesetters reports on topics that are either risk-focused or that explore professional services where risk is a key driver of demand

ALM Pacesetters Topics 2020

	Topic	Timing	Summary	Lead Analyst
1.	Financial Crisis Management	September	Professional services that identify and manage crisis prevention and monitoring, financial forensics investigations, disputes and litigation, and financial distress & recovery	Tomek Jankowski
2.	Cybersecurity Services		Professional services that identify and manage the strategic risks associated with digitization, including threats to information assets, infrastructure, and applications	Liz DeVito
3.	Regulatory Risk	October	Professional services that identify and manage the strategic risks incurred when changes in regulations and law adversely impact the economic value of a business	Tomek Jankowski
4.	Enterprise Risk Management		Professional services that identify and manage the strategic risks that could prevent the fulfillment of a company's value proposition	Liz DeVito
5.	M&A Services	December	Professional services for executing the acquisition of assets in line with the portfolio and capital strategy through target identification, due diligence, and integration planning services	Tomek Jankowski
6.	Human Capital Services		Professional services designed and delivered to help clients improve their ability to source, develop, engage, and retain the human resources required to deliver the enterprise strategy	Liz DeVito

Note: See Appendix for 2020 Pacesetters research calendar



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Q & A