Category

Consulting

Consulting Service Line Strategy & Portfolio Management Playbook

Managing the firm's service lines as an active portfolio, not a fixed menu that only grows

- Executive
- Intermediate
- Template Included

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- 4 minute(s)

Overview

A framework for managing a consulting firm's service line portfolio actively — evaluating each line's strategic fit and financial performance, and making deliberate invest, hold, or sunset decisions, rather than treating the service line menu as something that only ever expands.

Isn't offering more service lines generally better for a consulting

firm? Not necessarily — more service lines dilute focus, brand clarity, and often talent development depth, and this playbook's discipline is evaluating each line's genuine strategic and financial contribution rather than assuming breadth is inherently valuable.

How is this different from the general Corporate Portfolio Strategy

& Capital Allocation Playbook? That playbook applies broadly to any multi-business portfolio. This one is specific to consulting firm service lines, with criteria and dynamics (talent depth requirements, market positioning coherence) particular to professional services businesses.

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