

**A Content Analysis of Consulting Firms' Evolving Involvement in Migration and
Refugee Issues, 2013-2023**

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The modern consulting field emerged as an important economic actor in the 1980s. It is now a \$200 billion-plus industry (Consulting Quest, n.d.). Besides the primary revenue stream of providing direct services to clients, consulting firms publish various insights on websites as primary ways to market their expertise and establish credibility. Most firms prioritize the core business functions, yet some top consulting firms have taken the initiative to establish a separate, think-tank-like research arm, dedicated to producing “thought leadership”. These thought leaders do not contribute to the parent company by directly addressing clients’ specific needs as regular consultancy but are still funded through these consulting services. They take months if not years to produce insights and reports, and only some are picked up by businesses and lawmakers.

The past few decades saw rapid privatization of the humanitarian space, primarily due to the rising costs and more competition for fewer donations that render the profit-making business approach increasingly popular (Schrempf-Stirling, Palazzo & Phillips, 2012). The private sector’s contribution to emergency response and preparedness can be seen in three broad forms. The oldest, most common form is businesses’ role as prospective donors. The more recent one is “new technologies and other innovations and the sharing of technical capacities” (Kaurin, 2019). The third type of involvement are social enterprises that are commercial but “ultimately help to meet humanitarian needs and reduce vulnerability to future disaster” (2019), for instance, in the form of connecting refugees to manufacturing jobs (Tent Partnership for Refugees, n.d.).

While privatization of emergency response and the humanitarian space has been a multi-decade development, consulting firms are relatively new to the space. As business-to-business Professional Corporations (PC), consulting firms have not engaged in financial giveaways or direct service and capabilities sharing. Rather, they primarily extended the coverage of their service industries to include chosen aspects of migration and refugee

phenomenon (BCG, n.d.; Tent Partnership, n.d.). This study is inspired by the evolving involvement of consulting firms in the field of migration and refugee response in the form of public-facing reports. Consulting reports, typically composed of an executive summary, introduction, methodology, and recommendations, reflect the objectives and interests of the authoring firms and their commissioners. They reveal the underlying institutional logic of consultancy, could inform policymaking or business decisions, and potentially the broader public narrative and sentiments.

Literature Review

Institutional logic

Institutional logic, defined as the “frameworks of norms, values, beliefs, and rules that shape the behavior and practices within different institutional contexts” (Thornton, et al), provides an approach to integrate behaviors and phenomena occurring at different levels of analysis to reveal the various forces constituting a specific institution’s ideal form and how it reacts to its exogenous environment (Micelotta et al., 2017). Evelyn Micelotta and her colleagues (2017) observed three roles of institution logic:

1. Give meaning and legitimacy to actions

The consulting industry emerged to enhance business performance by providing external expertise, an independent perspective, and creative problem-solving. Its primary service is "Expertise and Knowledge Transfer" (Sturdy et al., 2015; McDonald, 2014; Poulfelt & Olson, 2010; Wickham & Wickham, 2008; Rasiel, 1999). Consultants bridge gaps in specialized knowledge, offering actionable insights that align with business goals (Gond & Cabantous, 2015). While expertise is key to the industry's emergence, legitimizing its role requires consulting firms to offer unique value beyond what regular businesses can provide. One value has been helping businesses adapt to social and regulatory changes, such as the recent focus on corporate social responsibility (2015). Consulting firms partner with various

sectors to drive not just profit but also innovation, sustainability, and social well-being. By positioning themselves as valuable problem-solvers, they have become indispensable across industries, from for-profit companies to non-profits and governments.

2. Guide actions by highlighting relevant issues amid ambiguity

The consulting industry's "Client-Centric" logic defines relevancy differently from sectors like governments and nonprofits, prioritizing work that generates revenue, influence, and market share. This focus shapes what is considered relevant, with "Performance Measurement" such as financial performance or operational improvements of clients defining success (Sturdy et al., 2015; Parikh, 2015; Argyris, 2000). In humanitarian space, this focus on measurable outcomes can bolster private sector support but may marginalize less quantifiable goals, such as protecting dignity and including refugee perspectives (Barnett & Weiss, 2008).

3. Determine suitable solutions based on underlying values and rules

Consultancy work is typically organized around short-term, project-based assignments with defined objectives and timelines, influencing how consultants approach problem-solving (McDonald, 2014; Parikh, 2015). However, the dynamic nature of migration and refugee issues requires flexibility and interdisciplinary expertise, which can be hindered by rigid project timelines, potentially leading to outdated or irrelevant solutions. Ensuring long-term relevancy might result in more general recommendations, sacrificing specificity and actionability. Niche topics often need deep, specialized knowledge that may not fully develop within a project's limited timeframe, risking the comprehensiveness and accuracy of services. This risk is mitigated by the industry's commitment to "Continuous Learning and Adaptation," where consultants stay updated on the latest trends to provide effective solutions quickly (Sturdy et al., 2015; Poulfelt & Olson, 2010).

Institutional Entrepreneurship

Institutional entrepreneurship describes the “activities of actors who have an interest in particular institutional arrangements and who leverage resources to create new institutions or to transform existing ones.” (Maguire, Hardy & Laurence, 2004). These changes to the institutional logic result from an evolving relationship between interests, agencies, and institutions. When the interplay among these three factors creates a situation where entities with sufficient resources have identified a compelling interest to change, build, or disrupt the current institutional form or practices, transformation begins. (DiMaggio, 1988, p.658).

Research Question

This research aims to test the following hypotheses informed by the institutional logics of the consultancy:

The institutional entrepreneurship --- growing discussion of migration and refugee related issues among consulting firms --- is driven by the emergence of a) an opportunity to realize interests that are of high value and b) entrepreneurs with sufficient resources move to capture that value.

- 1) Firm types have an impact on the objective, content, and data used in the report.
- 2) Commissionerships have an impact on reports’ objective, content, and data used.
- 3) Thought leadership have an impact on reports’ objective, content, and data used.

In doing so, I provide some insights into the institutional logics specific to the consulting industry as exemplified in their reports on refugee and migration-related topics and the potential impacts of these reports.

Methodology

I conducted a content analysis of 28 consulting reports from the past 10 years to examine trends in the field (Mahoney et al., 2008). After finding the AI-generated analysis unreliable, I manually coded the reports and performed chi-square tests to analyze

correlations between firm types, commissionership, and collaborators. The firms are categorized into three groups:

- 1) Elite: "Global Strategy Firms with a Strategic Presence in Key Business"
- 2) Multidisciplinary: "Integrated Providers with Comprehensive Global Expertise"
- 3) Niche: "Expertise Firms with a Focused Regional Presence"

Due to the similar scale and influence of the first two groups, a combined category encompassing both was created. "Major" represents "Major Global Consulting Powerhouses with Extensive Reach and Diverse Service Offerings".

I analyzed report objectives to develop operational definitions for 20 subthemes, and then consolidated them into seven major themes—Economic Implications, Humanitarian, Policy Development, Integration, Technology, Crisis Management, and Research and Analysis. For example, subtheme to the major theme Economic Opportunities, "Employment," was defined as efforts to create job training and language education for migrants and refugees (see appendix for full definitions). This approach was used to determine the focus on each subtheme in the reports.

I assessed how consulting firms allocate content to stated objectives using text-mining software Voyant's "collocate" function, which generates pairs of Key Terms and associated Collocates and their frequency. These Collocates were grouped by subthemes, and the total frequency within the groups indicated the amount of discussion on each subtheme. To focus on migration and refugee issues, I filtered Key Terms for "refugee(s), global, asylum, migration, migrant(s)" with relevant Collocates, excluding unrelated ones. Context-specific exceptions were made, such as including collocates for "integration" in various subthemes and admitting Key Terms related to Poland and Ukraine for specific reports.

Given the varying numbers and lengths of reports across firm types, I calculated the weighted frequency of collocates for each subtheme using the formula: Weighted frequency

of a Topic = (collocates N / total N) * 100,000. Multipliers for each firm type were Elite (0.616245), Multidisciplinary (0.941123), and Niche (0.185738). This weighted frequency reflects the content dedicated to each theme. ANOVA was used to examine correlations between content and firm type. The theme “Research and Analysis” was excluded due to insufficient data. A full methodological appendix is available upon request.

Researchers are also recruiting and interviewing consultants to refine and complement my analysis of the reports. The following analysis is based solely on report content.

Results

Chronology of Reports

From 2013-2014, the number of reports was very low, with no reports in 2013 and only one report in each of 2014 and 2015 (see Chart 1). From 2016 to 2017, there was a noticeable spike in reports. From 2019-2023, the number of reports stabilizes at three per year.

Authoring Firms, Commissionship, and Thought Leadership

Among the 28 reports, Elite firms contributed to 28.6% of the reports. Multidisciplinary firms contributed to 21.4%. The rest 50% comes from Niche firms. All except 1 report produced by Elite and Multidisciplinary firms have been initiated by the firms themselves. This result indicates a strong direct correlation between firm type and commission status (Table 1: $p=0.010$) The rest of the 14 reports were commissioned by intergovernmental agencies and another one was funded by a nonprofit. The not-for-profit entity IKEA Foundation funded one report and three were commissioned by a national government (Netherlands and United Kingdom). One firm produced 13 out of 14 reports in the “Niche” category, making it the top firm to be commissioned by intergovernmental organizations, national governments, and nonprofits for researching relevant topics. While all reports have direct ties to consulting firms, some were carried out not by management

consultants whose responsibilities are providing insights and advice to clients, but rather by a separate department of the firm, often referred to as “Thought Leadership.” They account for 21.4% of the reports and both are part of Elite firms.

The Focus Population/Phenomenon of the Reports

There is a statistically significant relationship between the population or phenomenon of interest in these reports and whether the reports are self-initiated or commissioned by others (Table 2, $p=0.024$). The focus differs depending on how the report was commissioned, with self-initiated reports focusing more on migrants, while reports by others are more likely to cover both migrants and refugees/displacement.

Type of Data Used in the Reports

Secondary External data —industry research, academic studies, and organizational data (e.g., World Bank, Uni Professor, industry research) — is used in all 28 reports. The second most common is Secondary In-house, which are the firm's own published insights and analysis and databases, including analysis of the firm done on data from external sources. It was used in 25 reports. Primary In-house data — survey, questionnaire, interviews with refugees, migrants, program administrators and humanitarian aid workers, and field research conducted by authors affiliated with the firm — were used by 18 reports only. Intergovernmental organizations predominantly fund Primary In-house data collection (almost 100%), while consultancies focus more on Secondary In-house and Secondary External data (both approximately 100%). This indicates a clear distinction in data usage preferences and collection methods based on commissionership, where reports self-initiated by consulting firms are much less likely than those commissioned by organizations like IOM and UN and governments like the UK parliament to rely on freshly collected, field data to inform their analysis (Table 3, $p=0.025$). Firm type also is highly correlated with data type,

with Niche firms much more likely to use Primary, In-house data than Major firms (Table 3, $p < 0.001$)

Objectives & Themes

There is a statistically significant correlation between the commissioning and stated objective (Table 4, $p = 0.003$). “Economic Implications” is the most prominent stated objective across all three graphs, with a strong emphasis in reports produced by thought leadership (67% vs. 50%) and in self-initiated projects (71% vs 36%) by Major firms (67% vs 38%). “Humanitarian” is primarily driven by Niche firms and is mostly commissioned by external parties. It has no representation in thought leadership, indicating a focus on established practices. “Policy Development” and “Integration” show a balance between thought leadership and non-thought leadership, with a mix of self-initiated and commissioned projects. “Integration” is mostly produced by non-thought leadership (50%) and is mostly self-initiated (43%) by Major firms (40%) as opposed to Niche firms (15%). “Research and Analysis” is mostly commissioned by other institutions (36% vs 7%). “Technology” was only present in the objectives of consultancy-initiated reports (29%), all of which are produced by Major firms (27%).

Reports intended for “Employers/Businesses” are dominated by “Economic Implications” (100%), which is prevalent across all audiences, including Private and Public Sector and Nonprofits. “Policy Development” is a key objective of reports produced for Policymakers, Intergovernmental Organizations, and National Government. It reflects the role these entities play in shaping and influencing policies. Nonprofits are the primary audience for “Humanitarian”, with a significant focus also seen on Intergovernmental Organizations and National Governments. This aligns with the mission and work of nonprofits and international bodies. “Integration” is fairly represented across Policymakers, Intergovernmental Organizations, Private and Public Sectors, and Nonprofits, indicating a

widespread recognition and some degree of commitment to inclusive practices and policies. “Research and Analysis” is particularly significant for Employers/Businesses, Private and Public Sector, and National Government, reflecting the need for data-driven decision-making in these sectors. While present in all categories, “Crisis Management” is more emphasized among Policymakers, Intergovernmental Organizations, and National Government, matching their respective responsibilities.

Actual Weight Given to the Themes

There is a significant variation in theme coverage across reports (Table 5, $p=0.054$), with Economic Opportunity being the most dominant theme amongst all (Table 5, $p<0.001$). Not only do a greater proportion of Major firms’ reports intend to address Economic Implications, but these reports also collectively dedicate approximately 8.5 times more content to the theme than Niche firms. While a significantly smaller portion of the Major consulting firms’ reports claims to focus on humanitarian, Niche firms only dedicate slightly more content (1.08 times) to Humanitarian/Refugee Experience. Despite Major firms being more likely to claim discussion of policy development, Niche firms dedicate approximately 5.9 times more content to policy development. Majors’ commitment to “Integration” is shown in an alignment of stated objectives, and approximately 3.6 times more content is dedicated to the theme than Niche firms. Overall, results suggest some differences between how Major and Niche firms cover these themes, though this difference is not as pronounced as the variation between themes themselves ($p=0.05$; $p<0.001$).

Theme “Technology”

Out of 28 reports, 27 emphasized technology and innovation as key themes in migration and refugee management, categorized into 9 groups. The most cited types are “data and databases,” “digital platforms other than social media,” and “electronic device/internet access,” which are seen as essential for managing migrant flows, aid, and workforce

integration. Social media is noted as a dual-edged tool, aiding communication but also potentially fuelling misinformation and xenophobia. “Workforce technology” and “social media platforms” follow in frequency, while mentions of surveillance and biometric technologies are less common. Six reports discussed technology as being influenced by migration, either due to a need for foreign talent or driven by migrant innovation. (Additional data and analysis available upon request).

Significant differences were found between technology discussions in Major (Elite + Multidisciplinary) and Niche firms (Table 6, $p=0.039$) and between Thought Leadership and Consultancy (Table 6, $p<0.001$). Major firms focus more on Data/Database, Social Media platforms, Workforce Tech, Other Digital Platforms, and Migration’s Impacts on Tech, while Niche firms emphasize Electronic Device/Internet Access and Other Digital Platforms. Reports commissioned by national governments showed minimal technology discussions, whereas those commissioned by intergovernmental agencies focused more on Electronic Device/Internet Access and Other Digital Platforms.

Discussions

Institutional Entrepreneurship

The findings show that the Major firms with strategic incentives and the necessary means to generate insights and showcase expertise do so either by self-initiating projects or through their institutionalized research arm, which provides empirical support for the theory of Institutional entrepreneurship (DiMaggio, 1997; Lamberg & Pajunen, 2010 as cited in Micelotta et al., 2017).

Condition #1: An opportunity to realize interests that are of high value

The findings confirm that both external factors, such as the global displacement crisis and talent mismatches, and internal incentives, like showcasing expertise, contributed to this evolution. From 2013-2014, the number of reports was very low, with no reports in 2013 and

only one report in each of 2014 and 2015 (see Chart 1). During this period, migration and refugee issues were present but not at the forefront of global attention. The Syrian Civil War, which started in 2011, began to cause significant displacement, but the refugee crisis had not yet peaked (UNHCR, n.d.). From 2016 to 2017, reports spiked due to the Syrian refugee crisis, which led to extensive media coverage and policy responses like the EU-Turkey refugee deal (Tsourapas, 2019). By 2018, stricter border controls and international agreements eased the crisis (Hatton, 2020). From 2019 to 2023, the number of reports stabilized at three per year, reflecting sustained interest in migration and refugee issues without the previous urgency. The surge in reports during 2016-2017 highlights a reactive approach by consulting firms, driven by the demand for crisis solutions. Meanwhile, the firms identified opportunities in addressing labor shortages in developed countries, seeing migration as a solution. The reports' objectives suggest an internal incentive to showcase superior knowledge and relevance, vital for brand reputation and attracting clients (Shumadine, n.d.; Branding Strategy Insider, 2022). The emphasis on thought leadership and providing seminal insights highlights the importance of establishing expertise (Grist, n.d.).

Condition #2: Entrepreneurs with sufficient resources to capture that value act upon it

The results indicate that the driving forces behind these developments are firms that took the initiative to produce reports and pioneered the creation of "Consulting Think Tanks" as a formal expression of thought leadership, independent of client needs and external financial ties. Notably, these entrepreneurial efforts are led by Major consulting firms known for their "prestigious clientele, extensive resources, and rigorous problem-solving methodologies" (Tandem, 2023). The high concentration of self-initiated reports among major consulting firms, with nearly half produced by in-house Think Tanks, highlights the significant role that large, global firms play in leading insight creation and value delivery in the emerging market of humanitarian aid and refugee response. These firms reflect a logic of

being adaptive and proactive, leveraging their resources to assemble a global network of credible and expert researchers. In contrast, smaller niche firms, with less capacity and limited international presence, are less active in this endeavor. The only two authoring niche firms were funded and commissioned by external parties, unlike the self-driven initiatives of larger firms. Major consulting firms, therefore, appear to be the key entrepreneurs driving institutional change. The two primary "values," as shown by the correlation between commissionership and stated objectives, are "economic implications" and "humanitarian." These values correspond to different clients, with the former primarily in reports commissioned by the consulting firms themselves and the latter more common in those commissioned by other institutions. This suggests that the business-centric approach from corporate consulting is being applied to the new field of refugee and migration issues, shaping the emerging institutional practice of thought leadership. Overall, the results suggest that an opportunity for consulting firms to realize high-value interests in migration and refugee crises emerged in the 2010s and continued into 2020s, and major firms captured it.

Potential Policy, Business and Social Implications

Priority & Focus

As more influential consulting firms turn to establishing an in-house Think Tank to achieve that agenda and increase their legitimacy, it is important to evaluate its impact. While this development in and of itself is neutral, the quality of research, the narratives and beliefs/viewpoints it conveys, and the intended audience (e.g., policymakers, business owners, etc.) could produce either positive or negative influences on policies on migration, immigration, and refugee response and the lives of the impacted community. The findings reveal a prominent priority placed on economic opportunities among the reports, often through presenting numerical figures and quantified projections that are conveniently shared and convey a relatively more definitive message.

While the negative aspects of forced displacement and challenges of social and workforce integration are mentioned, they are not discussed extensively. This logic and priority-setting is found across all reports. It aligns with the significant weight that self-initiated reports give to the discussion of economic opportunities, global talent acquisition, and workforce integration. Because refugees tend to face greater challenges integrating into the host country and its workforce and require more social assistance compared to other migrants, such as economic migrants, entrepreneurs are much more likely to produce reports that focus on migration and migrant experiences than those of refugees. It is possible that the positive narratives created by the reports disproportionately improve attitudes toward migrants, while refugees are seen as a separate group with limited value to offer, but further research must be done to determine whether these narratives contribute to that division.

Implications for Refugees and Migrants

Although the scope of this research limits my ability to assess the direct impacts of these reports on refugees, three of these preliminary findings help provide some insights and future directions. The first is the data collection method used in the reports. Based on the 28-report sample, I observe no active participation of refugees and migrants, which could present a limitation in ensuring their participation in the policymaking space. Three factors could be at play here: capacity, willingness, and agenda. Projects that receive partnerships with IOM and EU often get access to local researchers who can help collect first-hand field data and offer on-the-ground logistic support. In contrast, most consulting firms have no access to these personnel with a few exceptions. As a result, many firms either rely exclusively on secondary data or make the extra financial investment to contract local researchers or field workers to interview and survey refugees and migrants. For those large global consulting firms where global consulting firms do have office locations and some affiliated consultants in the affected region willing to work on the reports, the consulting industry's profit-driven

nature and project-based logic that demands efficiency and cost-effectiveness can contribute to a lack of incentive or willingness to conduct primary data collection. Lastly, the agenda of consulting firms on attracting potential clients by advocating for the untapped economic benefits without giving away the specific strategies lead to many reports focusing on the high-level analysis requiring less refugee and migrant inputs. As a caveat, due to the indirect nature of “commissionership,” the hypothesis that academic scholars and research institutions might rely more on primary data from direct stakeholder inputs due to their differing institutional logic could only be tested through a systematic comparative study with a larger sample size.

The second indicative finding is the lack of discussions of the specific challenges that refugees and migrants face in these reports. I begin the screening expecting some discussion of the difficulties and complexities related to religious beliefs, psychological trauma, and gendered violence, and actionable solutions to address them. Yet, few of the 28 reports discussed these important aspects of the displaced experience. Those that did didn’t go in depth.

The last relevant finding is the prominence of themes “Economic Opportunity” and “Integration.” By presenting a strong business case for utilizing migrant talents and integrating refugee employees, the reports provide an alternative narrative that mitigate the growing xenophobia towards this broader group of incomers. The emerging discussion of integration strategy in the workforce and in the host community in these reports could indicate the growing recognition of the importance to addressing unique needs of refugees and migrants and creating an inclusive and safe environment to realize their full potential. Additional research must be done to assess whether these arguments and recommendations translate into real-world actions.

Limitations

Using the Voyant “collocates” function, the researchers assumed that word frequency reflects importance solely and excluded other potentially relevant factors, such as when a single occurrence convey a strong message (Kracauer, 1952). In content analysis, the content categories were developed inductively by the authors, but different researchers might categorize or code the reports differently. For the next step, researchers will conduct an inter-coder reliability check to ensure the rigor and reliability of the codes. Additionally, the study does not address geographical overlaps or variations in report scope.

Conclusion

This study helps deepen and broaden the understanding of the rapid transformation of the field of humanitarian aid and development as related to the privatization of refugee response. This investigation explores the ongoing institutional entrepreneurship in the consulting industry that is shaping narratives around migration and refugee issues at a time of intense polarization, shedding lights on their potential to influence key policies and the broader discourse.

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Figure 1

Frequency of Reports by Years (2013-2023)

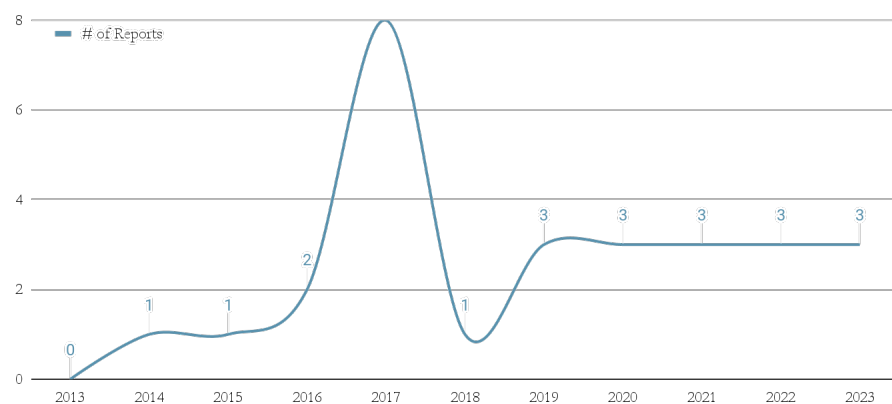


Figure 2

Financial Affiliations (Funding / Commission)

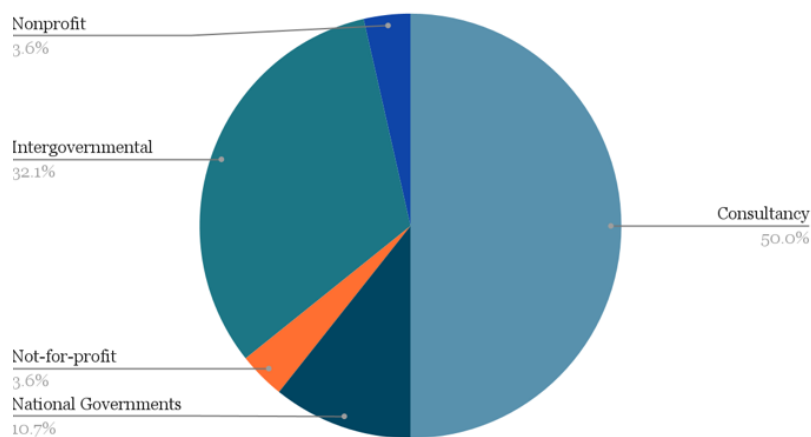


Table 1

Correlation between Authoring Firm Type, Firm Authorship, Affiliation, and Type of Data Used

	Commissioner/Collaborator	Consultancy/ Self-initiated	National Governments	Not-for-profit	Intergovernmental Agencies	NGOs	Research Institution	P-Value T Statistic Critical Value
Firm Type	Elite	8	0	0	0	0	0	0.010*
	Multidisciplinary	6	0	1	0	0	0	19.968
	Niche	4	1	0	9	1	1	15.507
Thought Leadership (Commission)	Consultancy Arm	8	3	1	9	1	1	0.106
	Thought Leadership	6	0	0	0	0	0	0.997 9.488
Thought Leadership (Collab)	Consultancy Arm	1	1	0	6	2	3	0.0956
	Thought Leadership	1	0	0	0	0	2	9.351 11.070
Data Type	Primary In-house	4	3	1	9	1	1	0.644
	Secondary In-house	14	1	1	8	1	1	6.028
	Secondary External	14	3	1	9	1	1	15.507

Table 2

Correlation between Reports' Focus Population/Phenomenon and Commissionership

	Population/Phenomenon of Interest	Migrants	Refugee and/or Displacement (RD)	Both Migrants & RD	P-Value T Statistic Critical Value
Commission Status	Consultancy/Self-initiated	7	4	3	0.024*
	Non-consultancy/by others	1	4	9	7.500 5.991

Table 3

Correlation between Type of Data Used in Reports, Commissionership, and Authoring Firm Type

		Non-Consultancy	Commissioner Consultancy/ Self-initiated	P-Value T Statistic Critical Value	Firm Type			P-Value T Statistic Critical Value
					Elite	Multidisciplinary	Niche	
Data Type	Primary In-house	14	4	0.071	1	4	13	< 0.001***
	Secondary In-house	11	14	5.277	8	7	10	
	Secondary External	25	14	5.991	8	7	13	
Data Type	Primary In-house Data	14	4	0.025*				
	Secondary In-house Data	11	14	5.002 3.841				

Table 4

Correlation between Stated Objectives of the Reports, Firm Authorship, and Affiliation

	Stated Objective	Economic Implications	Humanitarian	Policy Development	Integration	Crisis Management	Technology	Research and Analysis	P-Value T Statistic Critical Value
Thought Leadership	Thought leadership	4	0	3	3	0	1	1	0.488
	Non-thought leadership	11	8	6	5	4	3	5	5.448 12.592
Commission Status	Self-initiated	10	1	6	6	0	4	1	0.003**
	Commissioned by others	5	7	3	2	4	0	5	19.786 12.591
Intended Audience	Employer/Business	5	2	0	1	0	2	1	
	Policymakers	2	0	2	2	0	2	0	
	Intergovernmental Organizations	3	3	2	0	1	0	3	
	Private and Public Sector	1	0	2	1	1	1	0	0.463 30.044 43.773
	National Government	2	2	1	2	1	0	2	
	Nonprofit	0	1	0	0	0	1	0	

Table 5

Themes Covered in the Content of the Reports

Anova: Two-Factor Without Replication

SUMMARY	Count	Sum	Average	Variance
Economic Opportunity	3	1522.2	507.4	138362.79
Humanitarian/Refugee Experience	3	1058.6	352.867	23451.603
Policy Development	3	640.4	213.467	21426.253
Social Inclusion	3	396.2	132.067	6400.7033
Crisis Management	3	172.2	57.4	1255.33
Innovation	3	152.6	50.8667	772.443
Total	3	3942.2	1314.067	399147.303
Major (Elite + Multidisciplinary)	7	2520.2	360.029	207079.552
Niche	7	1422	203.143	62694.480
Total	7	3942.2	563.171	446589.842

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Rows (Theme)	3572718.74	6	595453.123	9.84946529	<0.001***	2.996
Columns (Firm Type)	456168.347	2	228084.173	3.77276911	0.0535552	3.885
Error	725464.507	12	60455.3756			
Total	4754351.59	20				

Table 6

Correlation between Type of Technologies Discussed in Reports, Authoring Firm Type, and Affiliation

	Type of Technology	Data/Database	Electronic Device/Internet Access	Social Media platforms	Workforce Tech	Surveillance Tech	Other Digital Platform	Industry-specific Tech	Biometric Tech	Migration's Impacts on Tech	P-Value T Statistic Critical Value
Firm Type	Elite	5	1	2	3	1	3	1	1	4	0.171
	Multidisciplinary	5	2	3	4	1	3	0	3	1	21.185
	Niche	3	10	2	1	3	6	2	1	1	26.296
Firm Type	Major (Elite + Multidisciplinary)	10	3	5	7	2	6	1	4	5	0.039*
	Niche	3	10	2	1	3	6	2	1	1	16.2115 15.507
Thought Leadership	Thought Leadership	4	1	2	2	1	3	0	1	3	<0.001***
	Consultancy Arm	9	12	5	6	4	9	3	4	3	37.332 15.507
Commissioner	Consultancy/Self-initiated	9	2	5	7	1	6	1	3	5	
	National Governments	1	2	0	0	1	1	1	0	0	0.548
	Not-for-profit	1	1	0	0	1	0	0	1	0	030.383
	Intergovernmental Agencies	2	7	2	1	2	5	1	1	1	46.194
	NGOs	0	1	0	0	0	0	0	0	0	
Intended Audience	Employers/Businesses	2	1	2	2	1	2	0	1	3	
	Policymakers	6	1	1	4	0	3	0	1	3	
	Intergovernmental Organizations	4	6	4	2	3	6	2	1	2	0.917
	Private and Public Sector	4	2	2	3	1	3	0	2	0	28.295
	National Government	5	6	2	3	2	4	1	2	0	55.758
	Nonprofit	4	3	2	3	1	3	0	2	0	