

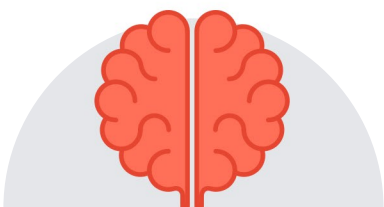
SHAKEN BY THE

ROOTS

WHY PROFESSIONAL SERVICES MUST EVOLVE

→ Drivers of change

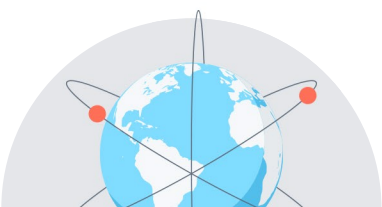
Futurist **Ross Anderson** identifies seven forces that are transforming the professional services sector.



Client sophistication
Clients are growing their in-house expertise, allowing them to utilise fewer external services.



Market liberalisation
In many markets, regulations limiting firms to certain specialisations are being dissolved.



Globalisation
Business is international, and both clients and firms are operating as global operations.



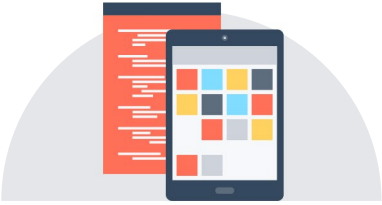
Connectivity
The Internet allows professional services to be delivered from anywhere in the world.



Transparency
News travels fast in the digital age; clients know what firms and their competitors are doing.



Modularisation
Sophisticated clients are splitting up their workloads and sourcing them from firms with different capabilities.



Commoditisation
Companies are using technology and labour arbitrage to deliver services cheaply and at high volume.

There are three ways firms respond to these forces:



Growing global reach

case study

PUBLICIS GROUPE

French advertising giant Publicis Groupe is restructuring itself so that clients can access expertise around the world, wherever they may be located.



Broadening specialisation

case study

Mishcon de Reya

London law firm Mishcon de Reya has adopted an 'Alternative Business Model' structure to enter new markets, such as e-discovery and wealth management.



Mastering technology

case study

 Crowe Horwath™

US accounting firm Crowe Horwath has since the 1980s developed technology platforms to amplify its expertise to the widest possible audience.

→ The bottom line

In order to identify their best course of action, firms must decide what their value proposition to clients is – whether it is depth of the customer relationship, or the speed with which they can do business – and move to an operating model that amplifies this value.

For more information on this topic, read [Shaken by the roots: how and why professional services must evolve](#).

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