

# 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.