



# Autonomous Finance Realized

Welcome to the Delegation Era



# Rethinking How Professional Services Charges, Delivers and Plans in the Age of AI

Professional Services Peer Group Conversion



# Your Speakers



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# Housekeeping



## EARN 1 CPE CREDIT

Answer poll questions and complete the post-event survey to be eligible. QR code at the end of the presentation.



## Q&A

Q&A is at the end, but feel free to ask questions throughout the presentation.





# Audience Poll # 1

POLL

How much has the big four professional services firms publicly committing to AI over the next 18 months?

1

\$5B

2

\$2B

3

\$6B

4

\$1B

5

\$10B

**Deloitte, PWC, KPMG  
and EY are have  
announced \$6B in AI  
Commitments over the  
next 18 months**

# Audience Poll # 2

POLL

Which big professional services firm just announced a major new partnership with Anthropic that will embed Claude deeply across their global client delivery platform?

1

KPMG

2

Deloitte

3

BCG

4

Bain

5

PWC

**On May 19, KPMG signed an exclusive alliance to embed Claude Cowork in KPMG's global client delivery platform starting with new capabilities for Tax & Legal clients**

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1

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- **Utilization**
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**What does it cost to support and execute that work?**

- Direct Labor
- Overhead Labor
- Sales, Marketing, Real Estate and Technology





**"We're doing more performance-based  
arrangements with our clients"**

*Michael Birshan McKinsey  
Managing partner of the UK, Ireland, and Israel*

# Old Assumptions vs Today's Realities

## Where We've Been

Junior headcount justified by volume of billable hours

Standard rate card  $\times$  hours = revenue forecast

Realization managed through traditional discount and write off policy

Capacity constrained by headcount

## Where We Are Going

AI handles entry-level work; pyramid is thinning at the base

Fee mix shifts to fixed-fee & outcome-based; hours don't convert the same way

Realization eroded by fee structure mismatches, and customer expectations not just discounts

Productivity per hour rises; hours-based utilization becomes misleading

# The FP&A Pressures AI Creates For Professional Services Firms

01

## Capacity and Labor Planning

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*If less, more senior people are needed, how does that flip the way you need plan headcount and model compensation?*

02

## Project Cost Planning

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*If AI is your efficiency driver, how do you plan unit economics of service lines when costs are increasingly variable?*

03

## Yield Scenario Modeling

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*If customers can access vast knowledge, what can we defensibly charge for and how does that impact write off planning?*

04

## Outcome Realization

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*If project pricing is increasingly based on unknown outcomes, how do you plan and forecast accurately?*

# How Leading Firms Are Approaching the Problem



## Establish a Connected and Granular Data Foundation

Ensure control and visibility into detailed project costs and performance data.



## Establish and Model Different Fee Structures by Type

Break revenue into T&M, fixed-fee, retainer, and value-based buckets. Track realization separately for each.



## Connect Pyramid Shape to Margin

Run the headcount plan and P&L as one model. When the analyst-to-senior ratio shifts, cost structure updates automatically.



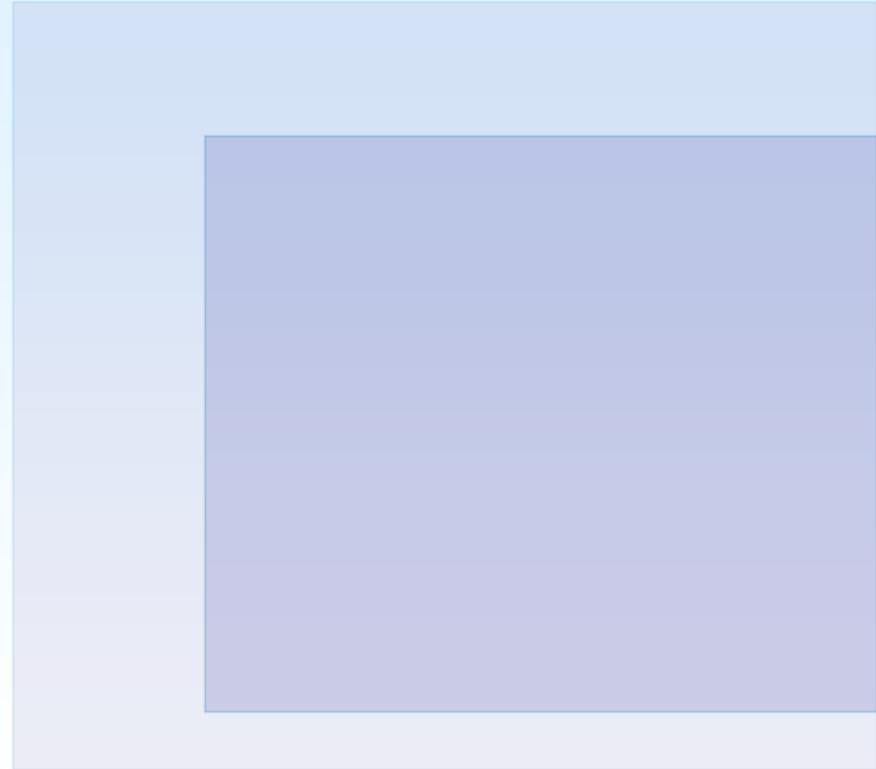
## Realization Governance as a Planning Discipline

Track the gap between standard and effective rates by client, practice, and fee type and dig into the drivers.

# FP&A Plus Demo...

*Shan Kaura*

- | Project mix & engagement economics
- | Rate card & realization governance
- | Pipeline to capacity planning



# Peer Discussion

## **ZONE 1: Pricing & Revenue**

**How is your fee structure mix changing, and has your forecast model kept up?**

## **ZONE 2: Workforce & Cost**

**Is your headcount planning reflecting the shape of the workforce you're actually building? What needs to change?**

## **ZONE 3: Planning Process**

**Where is your financial model most exposed to the shift from hours-based to outcome-based economics?**

# Audience Poll # 3

POLL

Based on your discussions, what do you see as the biggest opportunity for FP&A to lead your organization through this big change?

1

Rebuilding your revenue model around detailed fee structure and project mix

2

Connecting headcount planning to the revenue forecast

3

Redefining how the firm measures capacity and utilization

4

Exploring new pricing models with business leaders

5

Learning more about AI and how our team is using it to change the way they work with clients

# What you can do next

**1**

Review your current approach to detailed project tracking, fee mix and cost visibility

**2**

Assess the effectiveness of how your headcount planning rolls up to your P&L and Cash Flow Statement

**3**

Experiment with the modeling of outcome-based pricing scenarios and realization modeling



**Any  
Questions?**



# Thank you



Scan the QR code and complete  
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