

2025

**THE IMPACT OF AI
ON PROFESSIONAL
SERVICES**

BEYOND THE HYPE,
REAL USE CASES.



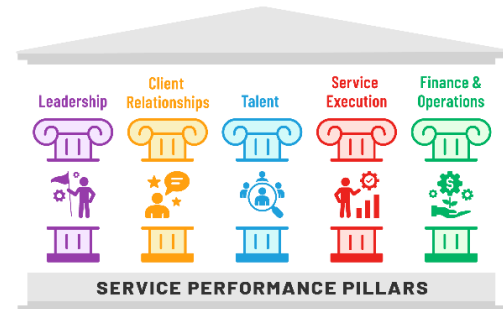
**Service
Performance
Insight**

Service Performance Insight

Service Performance Insight (SPI) is a global research, consulting and training organization dedicated to helping professional service organizations (PSOs) make quantum improvements in productivity and profit. In 2007, SPI developed the PS Maturity Model™ as a strategic planning and management framework. It is now the industry-leading performance improvement tool that over 50,000 service- and project-oriented organizations use each year to chart their course to service excellence.

The core tenet of the PS Maturity Model™ is that PSOs achieve success through the optimization of five Service Performance Pillars™:

- △ **Leadership**
- △ **Client Relationships**
- △ **Talent**
- △ **Service Execution**
- △ **Finance & Operations**



The SPI Advantage – Research

Service Performance Insight provides clients and industry audiences with an informed and actionable third-party perspective. Our market research and reporting help buyers and sellers of information technology-based solutions maximize the effectiveness of solution development, selection, deployment and use.

The SPI Advantage – Consulting and Scorecards

The PS Maturity Assessment™ benchmarks PSOs against industry peers across 165+ critical metrics, providing a data-driven framework and roadmap to achieve Level 5 maturity within each of the Service Performance Pillars™. In 2024, firms at Level 5 saw, on average, a 739% increase in revenue growth, a 537% boost in profit margins and a 71% improvement in billable utilization over Level 1 organizations.

To provide us with your feedback on this research, please send your comments to:

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Appendix 3: Related Service Performance Insight Research

SPI Research has produced several publications for services-driven organizations that include:

- ◆ **[2025 Service Productization Benchmark](#)** (October 2025) *The 2025 Service Productization Benchmark, based on responses from more than 100 services organizations, delivers the industry's first data-driven view of how productized services improve scalability, margin and delivery consistency. The report maps productization maturity across firms and offers clear guidance on how organizations can package, standardize and operationalize their expertise for more predictable growth.*
- ◆ **[The Structural Divide – Why Sales & PS Clash and the Strategies to Fix it](#)** (September 2025) *The Structural Divide: Why Sales and PS Clash analyzes why Sales and Professional Services often work at cross-purposes and how this misalignment erodes margin and delivery predictability. Based on SPI's research into sales-to-delivery friction points, the report outlines the structural, incentive and process gaps that create conflict — and provides practical actions leaders can take.*
- ◆ **[2025 Professional Services Maturity Benchmark™](#)** (February 2025) *With participation from over 403 Professional Services organizations, the 2025 Professional Services Maturity™ Benchmark provides the industry's most comprehensive performance view across Leadership, Client Relationships, Talent, Service Execution and Finance & Operations. Now in its 18th year, the benchmark highlights the operational drivers that differentiate high-performing firms and offers a clear path for organizations seeking measurable productivity and profitability gains.*
- ◆ **[2024 Project-based Enterprise Resource Planning \(ERP\)](#)** (May 2024) *The 50-page report provides data-based guidance for professional services executives with 29 informative graphics and tables supporting strategic initiatives to improve organizational performance by implementing Project-based ERP solutions. Data was taken from 2,898 firms over the past five years.*
- ◆ **[2023 Professional Services Talent Benchmark](#)** (September 2023) *SPI Research's 2023 Talent Benchmark analyzes 137 billable PS organizations representing over 50,000 consultants. This 122-page study examines talent priorities, virtual delivery trends, employee investment and the role of business applications. It provides detailed insight into target and realized bill rates, compensation and utilization across major PS verticals and 12 global job levels, offering a comprehensive view of workforce structure and composition across IT Consulting, Management Consulting, Architects and Engineers and embedded SaaS services teams.*
- ◆ **[2022 Professional Services Automation End-user Survey](#)** (September 2022) *SPI Research's 2022 PSA End-User Survey captures insights from 88 billable organizations using Professional Services Automation solutions. Conducted independently with no vendor input, the study explores why firms select PSA, which capabilities matter most and how users perceive value. It examines both pre- and post-deployment performance, user satisfaction across core modules and real-world adoption patterns, supported by 44 quantitative and qualitative figures and tables.*

Information on these and any other SPI Research publications can be found at www.spiresearch.com or by e-mail at info@spiresearch.com.

About Service Performance Insight

Since 2006, Service Performance Insight (SPI Research) has been the leading authority on accelerating performance for Professional Services organizations & teams. As the creator of the Professional Services Maturity Model™, SPI provides proven frameworks, benchmarking data and actionable insights to accelerate EBITDA, productivity and scalable growth. For more information, visit www.spiresearch.com

Meet the Team



R. David Hofferberth – Founder & Managing Director at Service Performance Insight (Tennessee-based). With over 35 years in IT as a consultant, analyst, market strategist and product director for firms such as The Aberdeen Group and Oracle, Dave focuses on the services economy, productivity and enabling technologies. Co-author of the Professional Service Maturity Model™, used by 50,000+ project-oriented organizations, he has shaped the industry’s understanding of performance improvement. A frequent global speaker and advisor, he pioneered the Professional Services Automation (PSA) category in 1999 with his landmark report, Professional Services Automation: Increasing Efficiencies and Profitability in Professional Services Organizations. Dave holds an MBA from Duke University, a BS in Industrial Engineering from the University of Tennessee and was formerly a licensed Professional Engineer.

Ryan Kelly – Global Director (Singapore-based). Ryan brings expertise in operational transformation and digital/AI enablement for high-growth and PE-backed businesses. His experience spans strategy, systems integration and post-merger integration – aligning people, process and technology for scalable growth.

Before SPI, he co-founded The 1801 Consulting Group, delivering data-driven change for Professional Services firms in APAC and EMEA and held senior operational roles at Skyscanner and ITRS Group. Ryan has been leading author on SPI’s 2025 research reports. He holds a First Class BA (Hons) in Business & Management from the University of Lincoln and speaks Mandarin.





Connor Metcalf – Global Director (London-based). Connor brings over a decade of experience in operational transformation for high-growth, PE-backed organizations, with expertise in systems integration, process optimization and cross-functional alignment. He has led global post-merger integrations and operational change at SoftwareOne and ITRS Group, improving revenue, margin and delivery performance.

As co-founder of The 1801 Consulting Group, Connor has worked with leadership teams worldwide to embed scalable, data-driven processes and prepare PE-backed firms for successful exits. He champions applied AI and automation to simplify complexity, improve decision-making and accelerate time-to-value.

Service Performance Insight (SPI Research) is a global research, consulting and training organization dedicated to helping professional service organizations (PSOs) make quantum improvements in productivity and profit. In 2007, SPI developed the PS Maturity Model™ as a strategic planning and management framework. It is now the industry-leading performance improvement tool used by over 50,000 service and project-oriented organizations to chart their course to service excellence.

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