

professional services tip sheet



Market Segments

Legal
Accounting
Consulting
Advertising
Architecture/Design and Engineering

Unique Market Issues

Generations: Generations X and Y view each employer as stepping stones in a long career, no longer aspiring to nest in the same office for life. The result is increased competition for exceptional employees. They demand the right kind of environment to excel for personal reasons.

Discerning clients: Clients know more, expect more and are more discerning when they decide which firms to engage. You need to bring news that is uniquely relevant to the client.

Information overload: Technology and the Internet have enabled 24/7 information economy. Firms must work harder to create exceptional teams but then make sure they don't burnout. Knowledge workers have been forced to become masters of time management.

Mobile workforce: The rise of laptop computing, wireless technology, and the delivery of information to phone and other smaller devices has enabled an "anytime, anywhere" work style. Not only is email the #1 form of communication, but one can read email at 3 a.m. if desired.

Real estate and re-allocation: Firms lease more real estate and footprints are shrinking. Trends such as these are having an effect on how organizations dole out available spaces to employees. And where employees sit — and with whom they sit — ultimately has an effect acculturation and even morale.

Decision Makers

Office managers
Facility managers
Managing partners
Principals
Professional assistant

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Common Output

Knowledge is the common output. As a client-facing company it's not about selling a commodity, it's selling intellect, knowledge and talent.

People are the asset. To create output that provides value to clients, showcases talent and wins contracts is dependent upon the quality of people. Business succeeds or fails on the ability of employees to transfer knowledge to clients.

Common Goals

Every business in every business has the same two level goals: Grow the business while managing cost in order to turn a profit.

Grow the business

Internal expansion of expertise: Adding service areas to your portfolio, bringing in experts in niche areas.

Expansion of client base: Every firm wants to increase the number and variety of clients. This increases their revenue and helps to expand their portfolio.

Retention of talent: Increasing bonuses, perks and promotions for top performers.

Mergers and acquisitions: Expand the company's/ firms capabilities.

Manage Costs

Allocation of Real Estate: More leasing, less ownership and shift of real estate portfolio.

Centralization of processes: To cut costs, consolidate knowledge and increase capacity.

Competition

Herman Miller

KI

Knoll

Haworth

Technion

Allsteel

Kimball

Many smaller manufacturers that provide niche products

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Sales Tools

Professional Services Research Overview:

[http://www.steelcase.com/na/files/5490de3d025d44239b9103e1e72ba58f/%20Professional%](http://www.steelcase.com/na/files/5490de3d025d44239b9103e1e72ba58f/%20Professional%20)

Professional Services Research Presentation (Expert only)

CEU Program:

http://menu.steelcase.com/Menu.aspx?menu_item_id=166

Rethinking the Private Office — CD (Item# 06-0001939)

Private Office Research Presentation (Expert only)

Planning Ideas:

http://www.steelcase.com/na/planning_ideas_AppDB.aspx?f=18310

360 Article: Extreme Makeover: Private Office

[http://www.steelcase.com/na/files/f7a5a38672604174aa2468d06ad6eec9/Extreme%20Makeover%](http://www.steelcase.com/na/files/f7a5a38672604174aa2468d06ad6eec9/Extreme%20Makeover%20)

Customer Stories:

http://www.steelcase.com/na/customer_stories_Markets.aspx?f=22256

Private Office — Elective Elements 6 Photos

<http://marcom.steelcase.com/store/Results.pasp?cat=ph&Company=&Path=41;59;54004>

Generations at Work Presentation — CEU (Expert only)

Surveys: WorkWays, Work Styles, Private Office, Workplace Satisfaction, Network Analysis

www.workstrategy.org

professional services spin questions



Issue: People are working in teams.

Problem Question: What challenges is your organization facing as more employees are choosing to work in teams?

Implication Questions: What is the impact on your organization when people can't find a place to meet? What bottlenecks occur when teams are unable to get together?

Issue: Corner Offices are being replaced by open plan offices.

Problem Question: What concerns are you hearing from your employees who are being moved out of their corner/private office?

Implication Questions: What are some of the ramifications that you are experiencing because your employees are unhappy about moving out of the private/corner office? What do you think is the cost to your organization of employees having poor morale?

Issue: Generations X and Y view each employer as stepping stones in a long career, no longer aspiring to nest in the same office for life.

Problem Question: What problems are you experiencing retaining Generations X and Y employees?

Implication Questions: What are some of the consequences your organization is dealing with as a result of poor employee retention? What disconnects occur in projects as a result of people leaving before a task is completed?

Issue: People are choosing to work whenever and wherever they choose.

Problem Question: Are you experiencing productivity issues because of the difficulty of maintaining electronic connections between people and their work?

Implication Questions: What is the impact on your organization when groups can't communicate efficiently on various projects? Are you experiencing any lost-time issues as a result of poor electronic communication between employees?

Issue: Discerning Clients.

Problem Question: What challenge is your organization facing as your employees adapt to a style of work that is less dependent on status and more concerned with results?

Implication Questions: What gaps in performance occur when employees work environment doesn't support the tasks expected? Are you experiencing any disconnect between people and projects as a result of the perception of the lack of status in the work environment?

professional services spin questions



Issue: Information Overload.

Problem Question: What concerns do you have with your employee's ability to process and use the information they receive as a result of technology?

Implication Questions: What disconnects are occurring when people move from a well-supported, personal, electronic environment to a less-supported team environment? Do you think you are missing opportunities as a result of poor information transfer? And what do you think that costs your organization?

Issue: Mobile Workforce.

Problem Question: What difficulties do your employees face as they move to different work settings during the course of the day?

Implication Questions: What impact is it having on your organization when you can't support "anytime, anywhere work?" What are the consequences of poor technology and information management on your organization?

Issue: Real Estate and re-allocation.

Problem Question: Are you experiencing aggravations because of smaller workstation foot prints?

Implication Questions: What is the impact on your organization if an employee leaves because they are unhappy with their work environment? Do you think that real estate problems have resulted in missed opportunities and what is the impact on those missed opportunities?

For more in-depth information, please refer to the <http://in2.steelcase.com/professionalservices/salestools.asp>

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