

A large, abstract graphic on the left side of the page. It features a glowing blue brain with a bright purple and white light source in the center, surrounded by a network of blue lines and circuitry. The background is a dark blue gradient with a diagonal white line. The overall theme is digital intelligence and technology.

POINT(E) OF VIEW

Future Impact of Generative AI on Professional Services

MARCH 2024

Why This Report, Why Now and Why Pointe

RATIONALE FOR REPORT

While there is significant “buzz” related to applications for generative AI (GenAI) in the professional services sector, uncertainty about it and its impact abounds

- There is great deal of opacity related to the application of GenAI across professional services firms, how it will likely affect different segments of the market, and best practices regarding adoption and implementation
- This report is intended to address these uncertainties and offer a Point(e) of View on the potential impact of GenAI on the professional services industry by answering several key questions:
 - What is generative AI and how can it be used?
 - How are companies and segments adopting this new technology and incorporating it into their businesses?
 - What are the top concerns associated with generative AI?

POINTE'S METHODOLOGY

Pointe has conducted primary interviews and a survey of decision-makers across professional services companies to better understand GenAI

- Pointe conducted a survey of 151 respondents across four* professional services segments: 1) Accounting Services (including tax, assurance wealth management, and financial advisory), 2) Business Consulting (including strategy and operational consulting), 3) IT Consulting (including managed services), and 4) Legal Services
- Pointe also interviewed 10 individuals that were responsible for their firm's AI strategy to gain a deeper perspective beyond the survey data

**Pointe also included an “Other” category capturing feedback and respondents from energy consulting, ESG consulting, market research, and staffing firms*

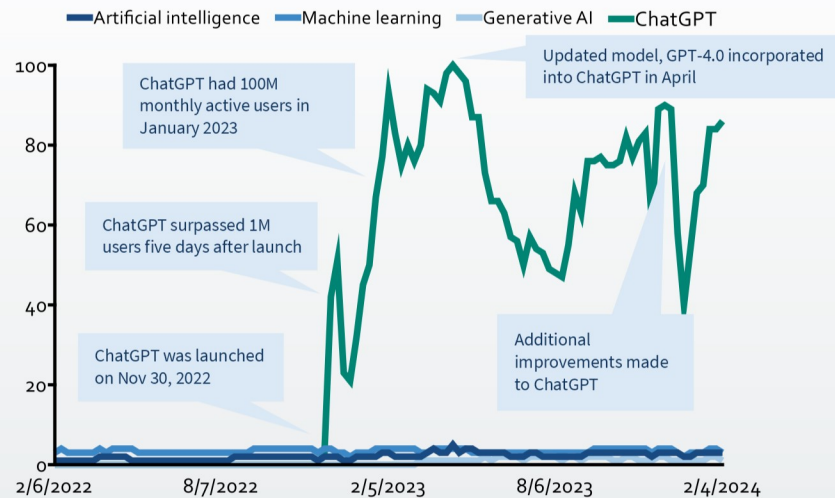
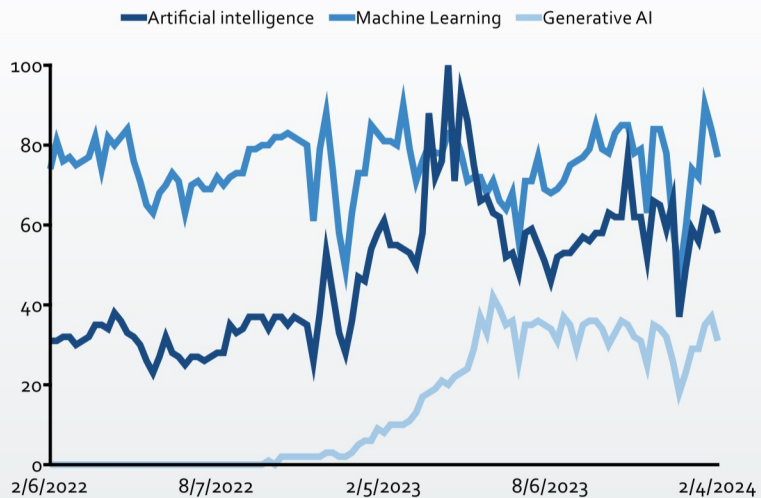
Since ChatGPT's launch in Nov 2022, curiosity in GenAI and ChatGPT has exploded, although interest has begun to ebb in recent months



Based on Google searches, interest in generative AI was very low prior to ChatGPT but exploded following ChatGPT's launch on November 30, 2022. Curiosity around ChatGPT drove significant scrutiny of the underlying technology. Since ChatGPT's wide adoption, engagement related to generative AI and ChatGPT has declined from its peak in Spring/Summer 2023; as people begin to better understand the capabilities and limitations of generative AI, they are beginning to separate reality from hype.

Interest in Generative AI Over Time – Google Trends, Feb 2022 – Feb 2024

(Indexed to 100, where 100 equals the highest search popularity over the time period for the search terms used)¹



"This is an exciting time; everyone is interested in watching how the space develops. All our clients are interested in the buzzy concepts of AI but no one knows how to implement a suite of services yet that is fully baked to their needs"

– Managing Director, Business Consulting,
\$500 - \$999M

"Only now, after the interest in ChatGPT and generative AI, have I got real buy-in from my firm on using machine learning and AI."

– Partner, Legal Services,
\$100 - \$250M

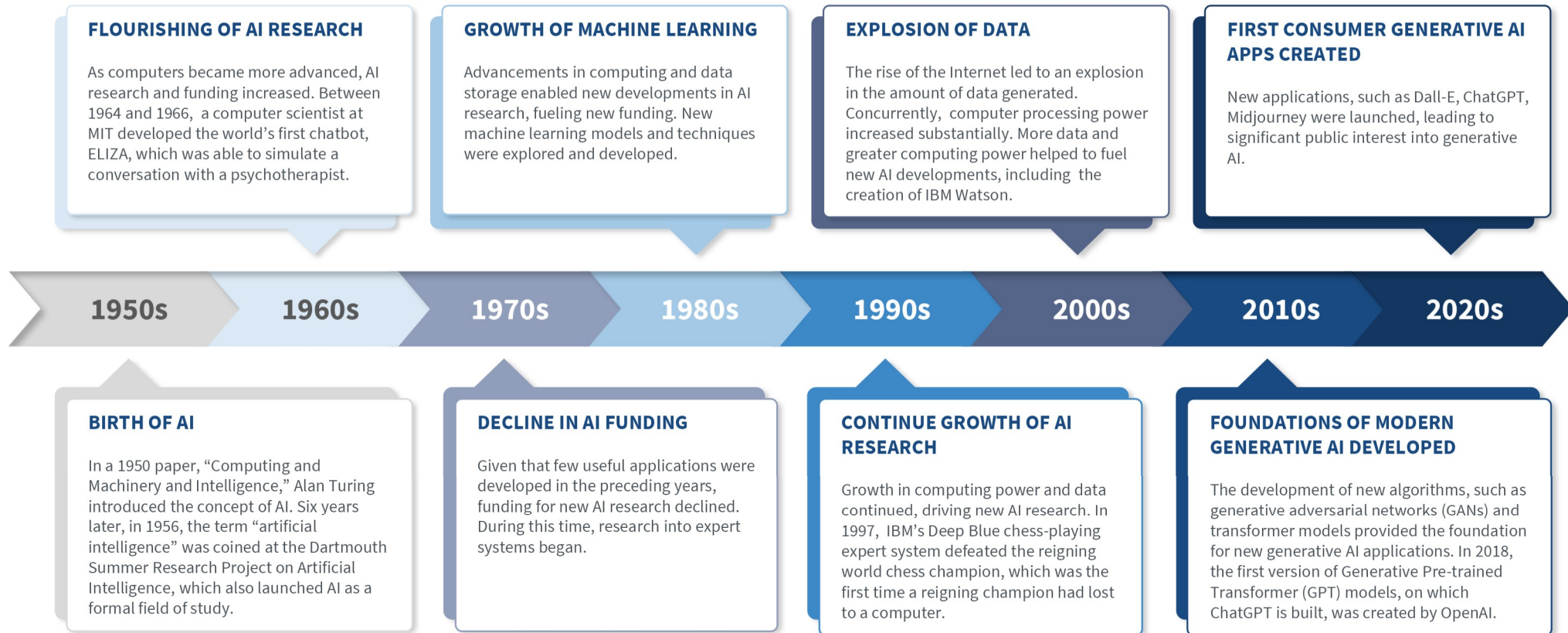
"The consensus among people I've spoken with is that while generative AI isn't going away, they agree that it isn't going to be a game changer either."

– CIO, Business Consulting,
\$100M - \$250M

GenAI is largely associated with content generation (e.g., text, images, video, etc.) via the analysis and identification of patterns in data








While the value of GenAI to professional services is only now emerging, the origins of GenAI can be traced back to the early 1950s



GenAI applications in professional services, such as data collection and analysis and data summaries, are built on foundation models



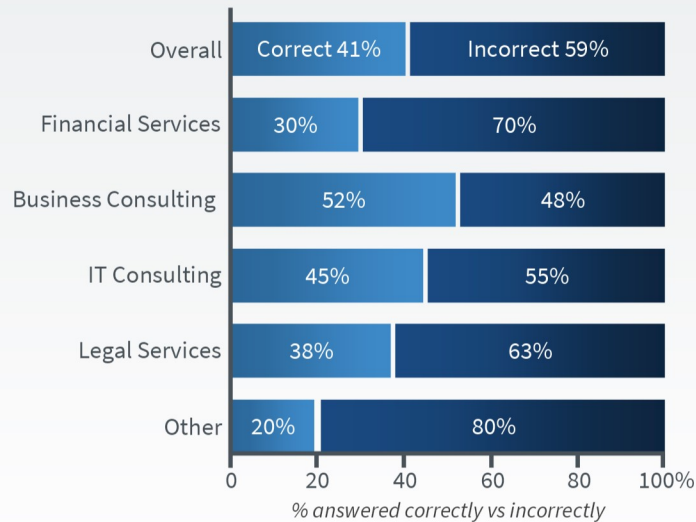
Foundation models are AI models trained on massive, broad datasets that can accomplish a wide range of tasks. These models predominantly generate output in one modality (e.g., text, image, etc.), although some newer foundation models are multi-modal. Foundation models can serve as the “foundation” for more specialized application development. ChatGPT, for example, uses GPT 4 (for paid subscription) and GPT 3.5 (for free version).

Modality (type of output generated)	Example Use Cases	Select Foundation Models (and Companies)
 Text	Generate research summaries, draft emails, produce business proposals, translate text	GPT 4 and GPT-3.5 (OpenAI), Claude 2 (Anthropic), Llama (Meta), Cohere (Cohere), LaMDA (Google)
 Code	Develop program / applications, build websites	GPT 4 and GPT-3.5, Claude 2, Code Llama (Meta), Codex (OpenAI)
 Image	Create digital advertisements, generate logos, build infographics	GPT 4 and DALL-E 3 (OpenAI), Midjourney (Midjourney), Stable Diffusion (Stability AI),
 Speech	Produce video voiceovers, create podcasts	Descript (Descript), Voice Changer (Eleven Labs), Murf (Murf.AI)
 Video	Edit movies, generate video advertisements	Stable Video Diffusion (Stability AI), Descript

Only 41% of professional services respondents can correctly define GenAI; most are informed on GenAI via networking and conferences

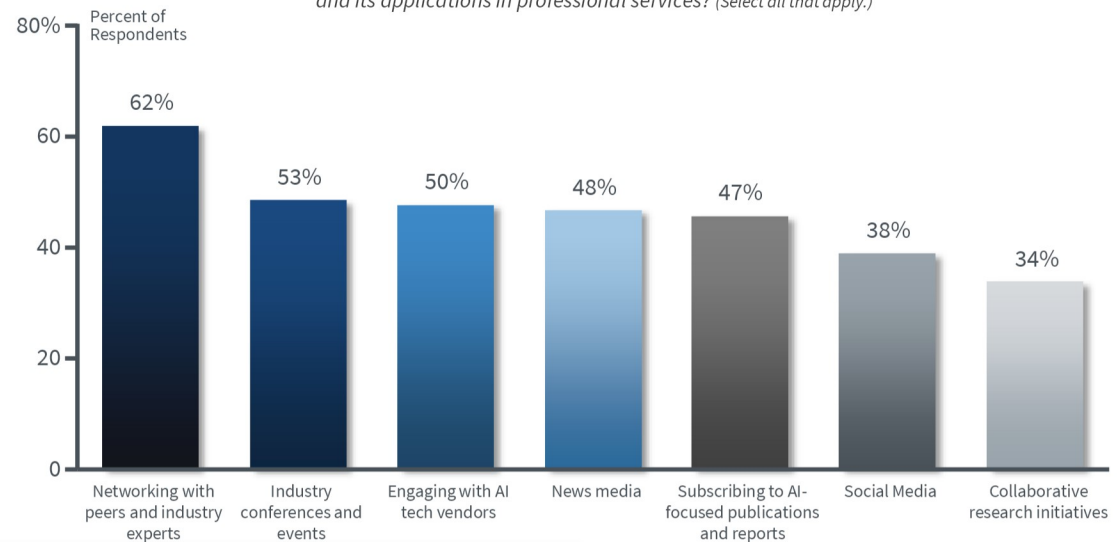
Defining GenAI (N=151)

Q: Please drag definitions from list at left and drop them with related term at right.¹



Sources of Information on GenAI Developments (N=151)

Q: How do you stay informed about the latest developments in generative AI and its applications in professional services? (Select all that apply.)



59% of respondents did not demonstrate a basic definitional understanding of the differences between generative AI, deep learning, and machine learning. This indicates a lack of understanding of how generative AI is distinct from other types of AI applications and uses cases, and/or a lack of awareness that there are other types of AI beyond generative AI. This misunderstanding is reinforced within each industry as networking and industry conferences are the primary sources through which respondents learn about generative AI. Among respondent groups, Consultants had a greater grasp of the technology with 52% and 45% of business consultants and IT consultants, respectively, answering correctly compared to 30% and 38% of respondents in financial services and legal services, respectively.

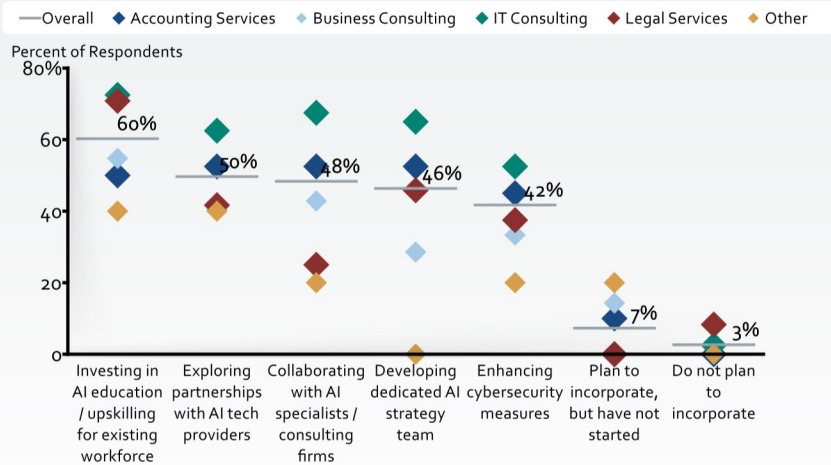
"The biggest problem is that many people's definition of AI is just generative AI and they don't understand that there are many other [AI] applications, like machine learning, neural networks, etc. So they are only aware of ChatGPT and not other tools and use cases."

– Partner, Legal Services, \$100 - \$250M

90% of firms have begun to incorporate AI into their strategic planning, led by IT Consulting companies and larger organizations

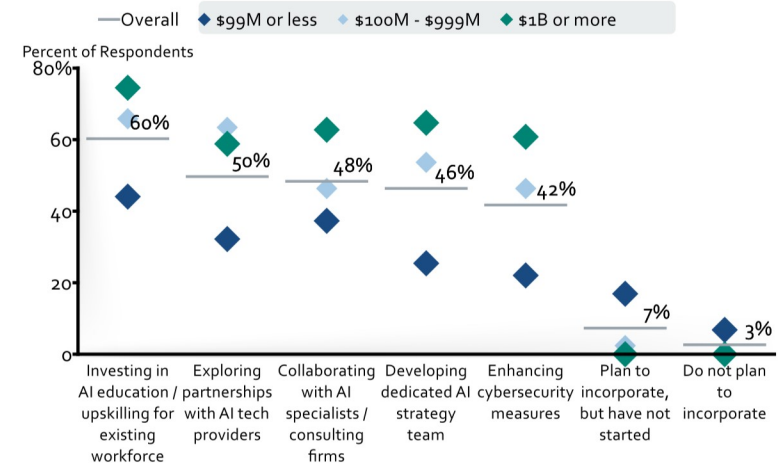
GenAI Strategic Planning by Industry (N=151)

Q: In light of potential disruptions caused by generative AI, how is your organization currently approaching strategic planning to ensure business continuity and growth? Please select all that apply.



GenAI Strategic Planning by Company Size (Revenue) (N=151)

Q: In light of potential disruptions caused by generative AI, how is your organization currently approaching strategic planning to ensure business continuity and growth? Please select all that apply.



Firms are incorporating GenAI into their strategic planning in several ways, the most common of which (60%) is investing workforce education / upskilling. Firms are also exploring leveraging external expertise (50% are exploring partnerships with AI tech providers and 48% are collaborating with AI specialists / consultants) and seeking to build internal AI teams (46%). While IT Consulting firms are further along in adopting each of these strategies into their planning, across industries, firms with less than \$100M in revenue are farthest behind (~25% have not yet incorporated GenAI into their strategic planning), or do not plan to, as compared to <2% of companies with \$100M+ in revenue.

While most firms have already begun to adopt AI, utilization of generative AI is expected to steadily increase in the following years

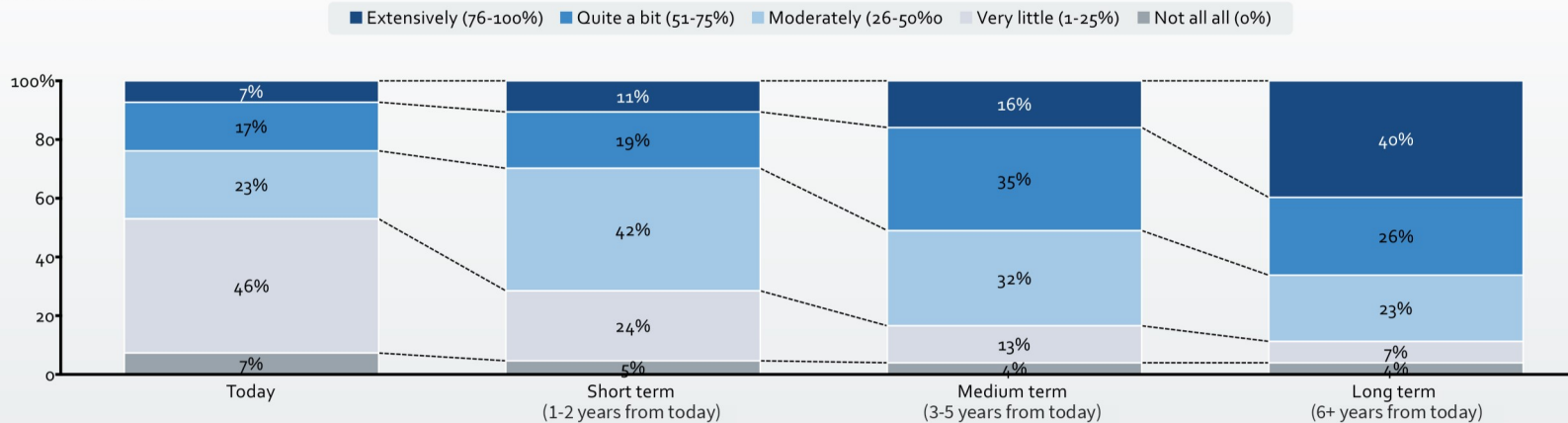


While nearly all firms surveyed (93%) have incorporated GenAI into their workflows, nearly half (46%) currently use AI “very little” on a daily basis. However, GenAI usage is expected to increase significantly over the next several years as 66% of respondents expect GenAI to be used “extensively” or “quite extensively” (i.e., used >50% of the day) in the long-term (>5 years) compared to only 24% today.

Adoption of GenAI in Firm Workflows (N=151)

Q: What has been / do you expect will be the penetration of generative AI into your firm’s workflows at each of the following timepoints? In other words, how much of an average employee’s day will involve the use of generative AI?

Percent of Respondents



“From what I’m going through, I think we’ll have firmwide adoption of generative AI in six months, but full integration is likely two to three years away. You need to remember that law firms are very traditional, much more than other industries. It’s not an innovative space. Law is literally based on precedent. It’s very, very hard to change this industry.”

– Partner, Legal Services,
\$100 - \$250M

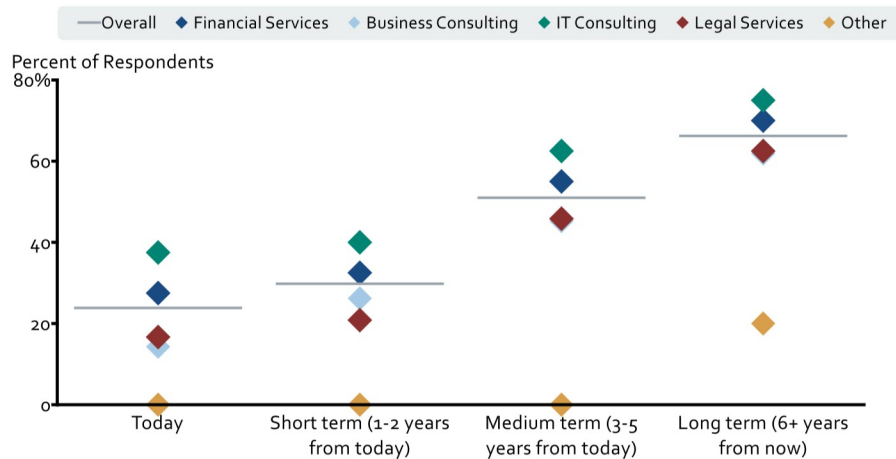
Incorporation of generative AI into professional services firm workflows is expected to vary significantly based on segment and firm size

The IT Consulting industry has adopted generative AI at a faster pace than others, increasing from ~38% today to 75% “quite a bit” or “extensive” adoption in the long term; conversely, Legal Services is the slowest to adopt

Whereas mid-size and large firms expect to increase adoption “quite a bit” or “extensively” (from ~30% today to 75% in >5 years), small firms expect to trail significantly in adoption, only achieving ~50% adoption in the long-term

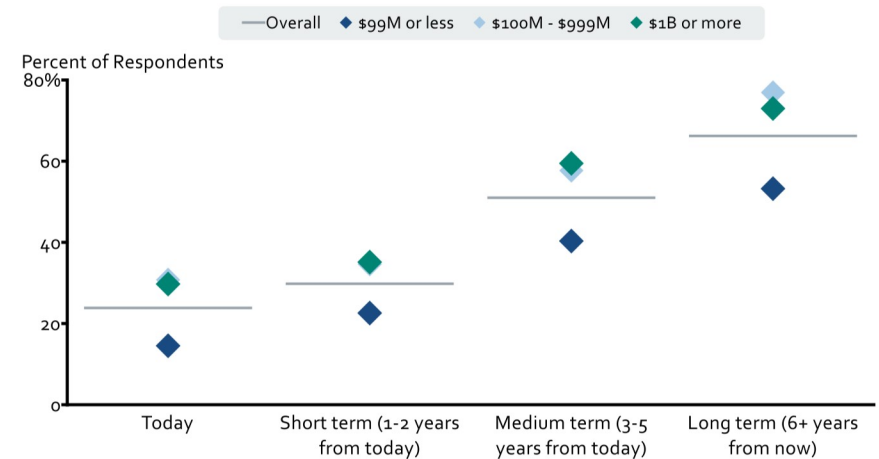
“Quite a bit” or “Extensive” Adoption of AI by Industry (N=151)

Q: In light of potential disruptions caused by generative AI, how is your organization currently approaching strategic planning to ensure business continuity and growth? Please select all that apply.



“Quite a bit” or “Extensive” Adoption of AI by Revenue (N=151)

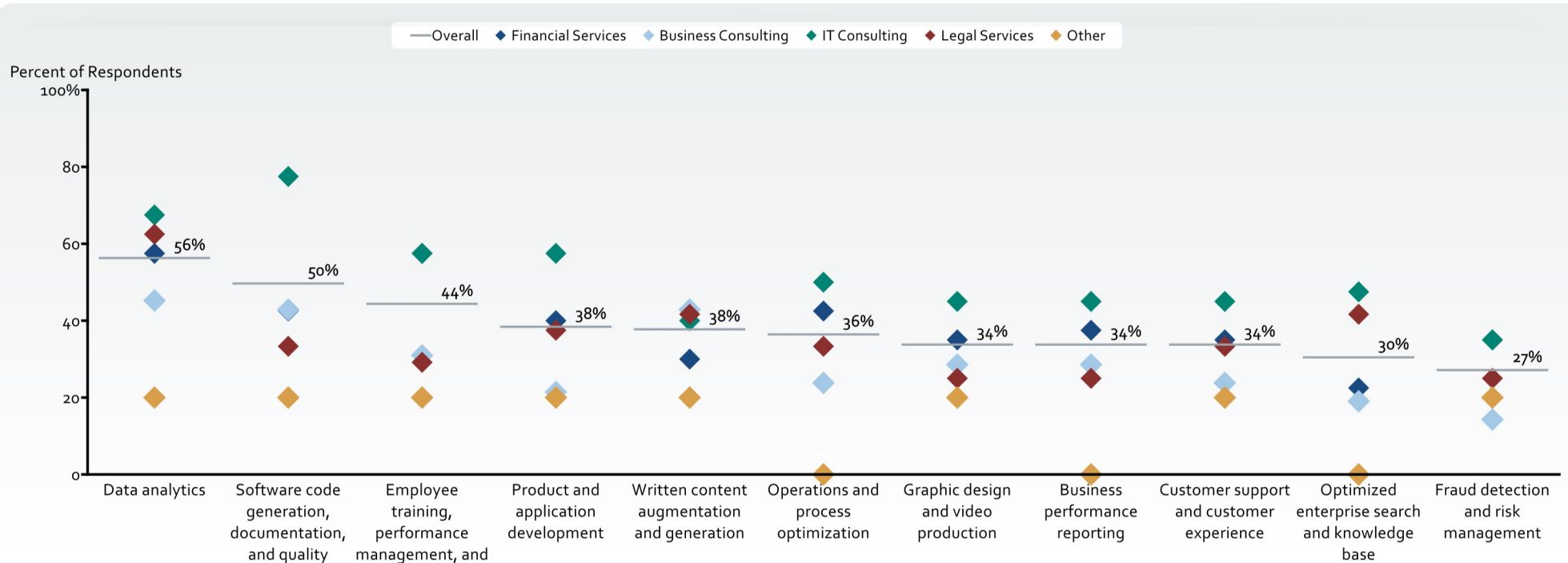
Q: In light of potential disruptions caused by generative AI, how is your organization currently approaching strategic planning to ensure business continuity and growth? Please select all that apply.



Data analytics, software code generation, and employee training are the most common GenAI use cases, largely driven by IT Consulting

Current GenAI Use Cases (N=151)

Q: For which use cases is your firm utilizing generative AI today?

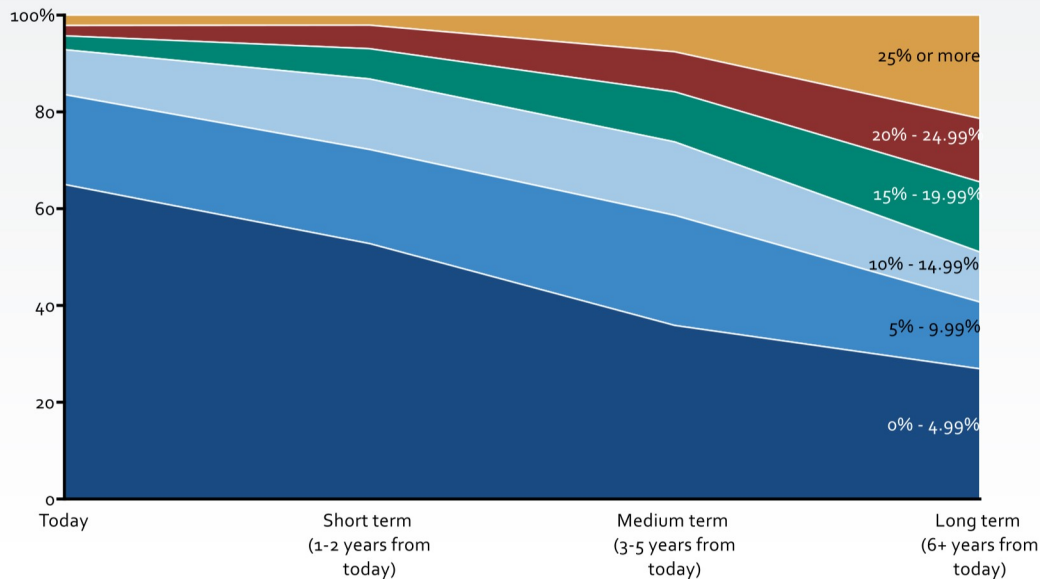


While most firms currently spend <5% of their revenue on AI products and services, they expect to significantly increase budgets over time

Budget for AI (N=151)

Q: As a percentage of your company's revenue, what budget has been / do you anticipate will be dedicated to AI products and services at each of the following time points?

Percentage of Respondents



INCREASING BUDGETS OVER TIME

Firms expect their budgets for AI to increase significantly over time with the **percentage of firms expecting to spend >5% of their revenue on AI products and services increasing from ~35% today to ~76% in the long-term.**

- Accounting Services: ~28% → 72% (~23% expected to spend 25%+ of revenue)
- Business Consulting: ~44% → 66% (~15%)
- IT Consulting: ~70% → ~90% (~38%)
- Legal Services ~57% → ~67% (~5%)

A **key driver of budget growth is expected productivity and efficiency gains** across key workflows. As firms gain confidence and clarity regarding the operational and efficiency gains they can achieve (and so can reduce headcount and operating costs), a greater percentage of budgets should shift to technology.

IT Consulting firms expect the greatest spend on AI as a percentage of revenue, likely due to the **expectation that IT Consulting firms will leverage AI for revenue generating activities** (e.g., new product and services sales) versus simply focusing on cost savings as other industries do.

"I can see a shift in our IT budget going from 1% spend on AI Tech to 10% in the next five years if we see 20% to 30% productivity gains, which offset headcount increases."

– CIO, Business Consulting, \$100 - \$250M

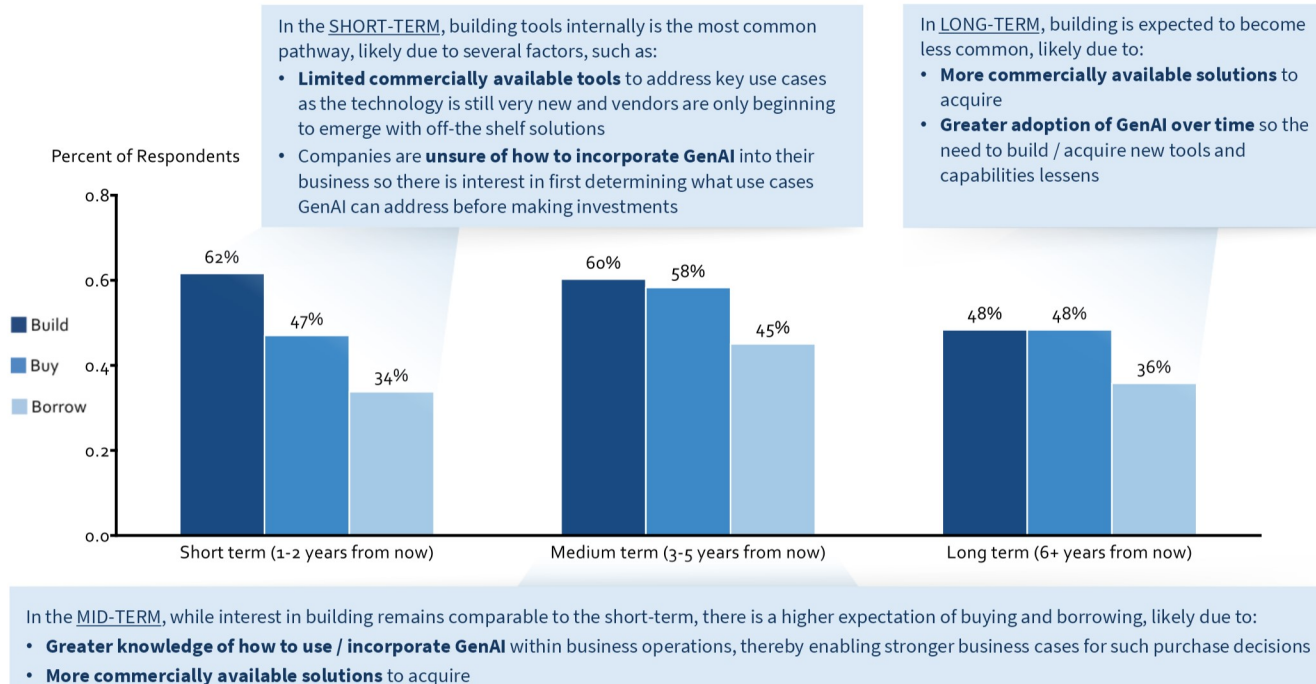
"I would think that our spend on generative AI should be a significant percentage of revenue over time. 25% of revenue may be too high, but it will be a significant piece of revenue. Our workflow just begs for this. It's almost like not using Google when Google came out. Yes, it's groundbreaking, but at the end of the day, it's just another tool."

– Partner, Legal Services, \$100 - \$250M

Companies expect to explore multiple technology acquisition models to build AI capabilities, with priorities changing over time

Allocation of Budget for AI¹ (N=151)

Q: How do you expect your company to allocate its budget for developing AI capabilities? Please select the business/purchase model(s) you will use in each time frame. (Respondents may select multiple options for each time period.)



"We are using a third-party vendor to build a model based on generative AI that only really became possible once generative AI came out and building and running the model became cheaper...we also want to use this same third-party vendor to build other GPT models because we are already paying them a lot for storage and they already have data siloed and private. If we already have this paid for, why aren't we creating custom GPTs for knowledge management?"

– Partner, Legal Services, \$100 - \$250M

"There's a few different things we're working on right now. The first is with a six-person vendor who we're partnering with on building a large language model to address a few use cases to see if that would make our analysts more efficient. If we go forward, we're probably looking at a subscription model. The second is we're doing a small scale pilot with Microsoft Copilot. Third, we are building out Azure AI and have one of our data scientists working on integrating an AI bot into Teams and then tie into our Sharepoint database to crawl our prior work to answer current project questions."

– CIO, Business Consulting, \$100 - \$250M

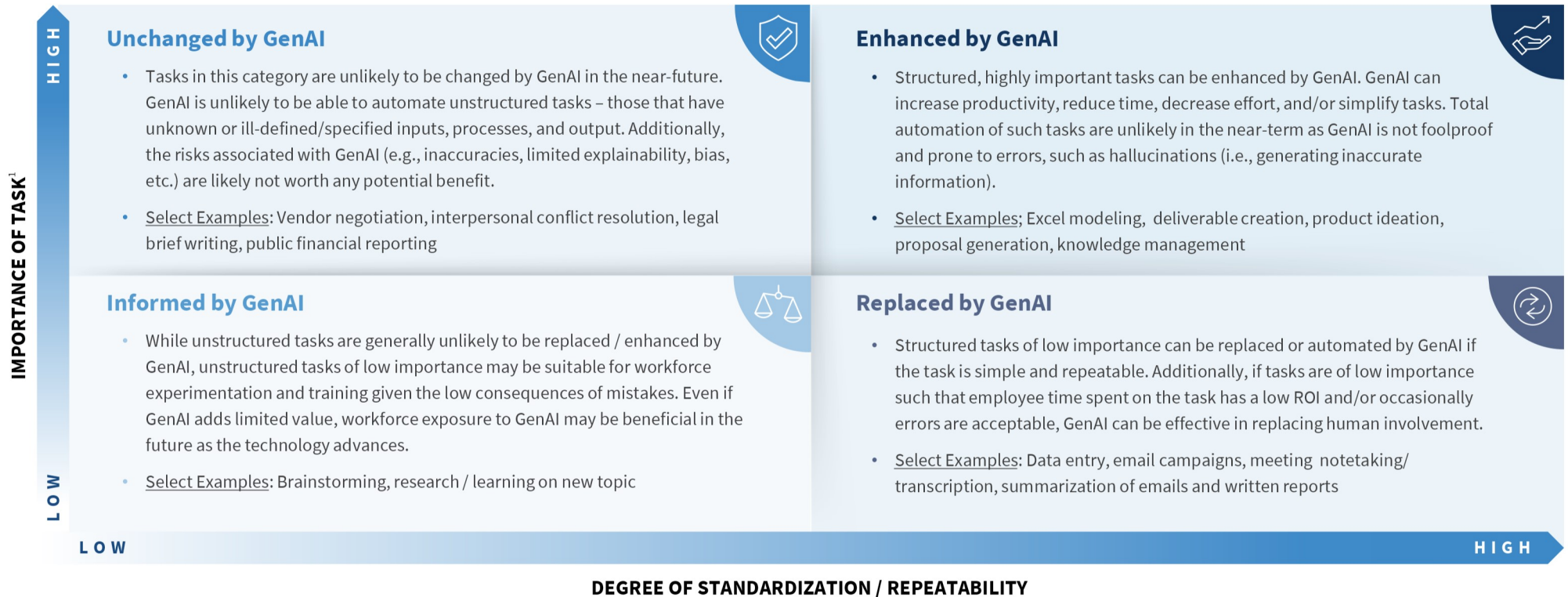
"If you're a small firm, you'll probably use a vendor. If you're a megafirm, you can build in-house. I've gotten a lot of emails and seen many job postings for in-house software teams. What I would like to do as a small-to-medium-sized firm is hire at least one or two programmers. I can get things to a certain stage using the programming knowledge that I have, but to scale that across the firm, we'll need to leverage off-the-shelf software and customize."

– Partner, Legal Services, \$100 - \$250M

To determine whether GenAI is well-suited for a task, the importance of the task and the degree to which it is structured should be considered

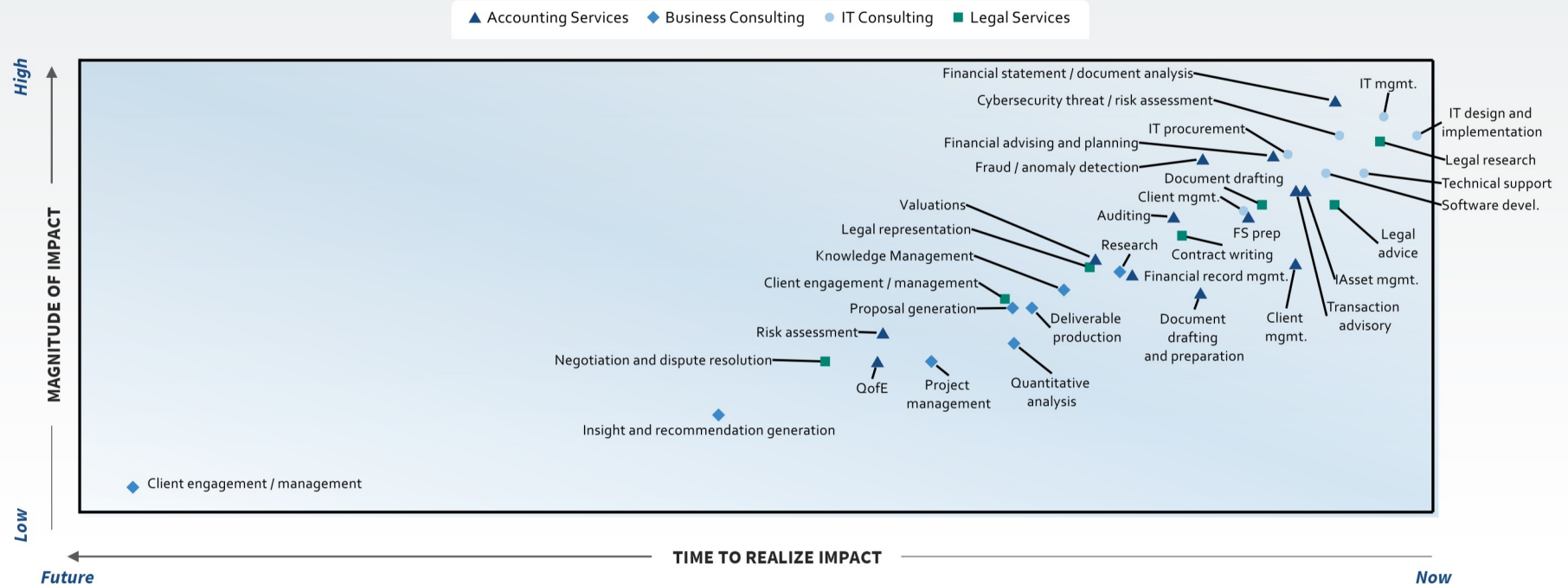
Impact of GenAI on Professional Services Tasks

Tasks' degree of standardization / repeatability versus importance



IT Consulting and Accounting Services expect to realize greater impact at a faster rate from GenAI than Business Consulting and Legal Services

Impact of GenAI by Industry Task over Time



Methodology: Data was derived from questions asking about the impact of GenAI on tasks specific to the respondent's industry over time. The question asked for each task listed above was "What has been / do you expect will be the impact of generative AI on the performance of each of the following tasks related to your industry?" Respondents were asked to select a response for each of four time periods – today, short-term, medium-term, long-term – with short-term equaling 1-2 years from today, medium-term 3-5 years, and long-term 6+ years. Magnitude of Impact was calculated for each task by summing the percentage of respondents that selected "most employees have adopted a systematic AI-enabled process to increase productivity" and "this task has been entirely automated" in the long term time period. Time to Realize Impact was calculated by interpolating a line based on the data, using 0, 2, 4, 6, as the x-values for the four time periods (with 0 representing today and 6 representing long term). The summation of the percentage of respondents that had selected "most employees have..." and "this task has been..." for each time period was used as the y-values. For each task, the time at which that line crossed 75% was used as the value for Time to Realize Impact.

Source: Professional services firms' survey (N=151)

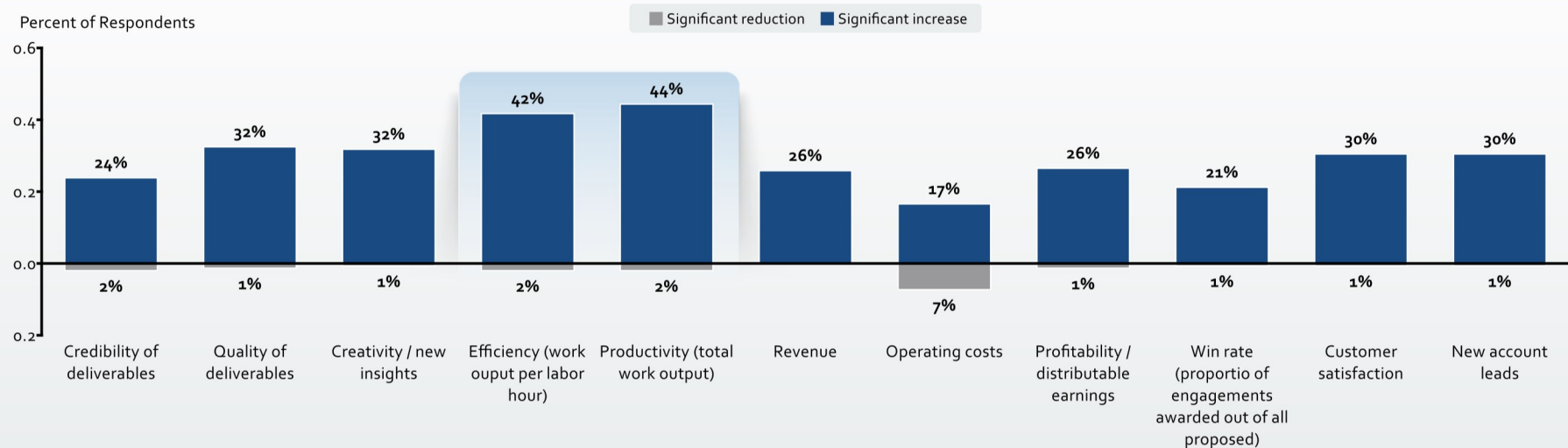
Many firms expect significant positive impacts across KPIs from GenAI, with the greatest impact expected in efficiency and productivity



Over 40% of firms expect to see “significant increases” in efficiency and productivity from generative AI adoption. However, efficiency and productivity improvements do not necessarily translate into greater revenue or profits, lower costs, or other improvements in sales & marketing. “Significant increases” in revenue, profits, win rates, customer satisfaction, and new account leads, or “significant reductions” in operating costs, were selected <30%, or 12+ percentage points below the level of improvement seen in efficiency and productivity, indicating that *not all efficiency and productivity gains will lead to improvements in other aspects of business operations*.

GenAI Impact on Key Performance Indicators – Significant Increase vs Significant Reduction (N=151)

Q: How do you think generative AI will impact each of the following key performance indicators for your firm?



Nearly 60% of respondents have found that implementing generative AI at their firms is as at least “moderately” challenging

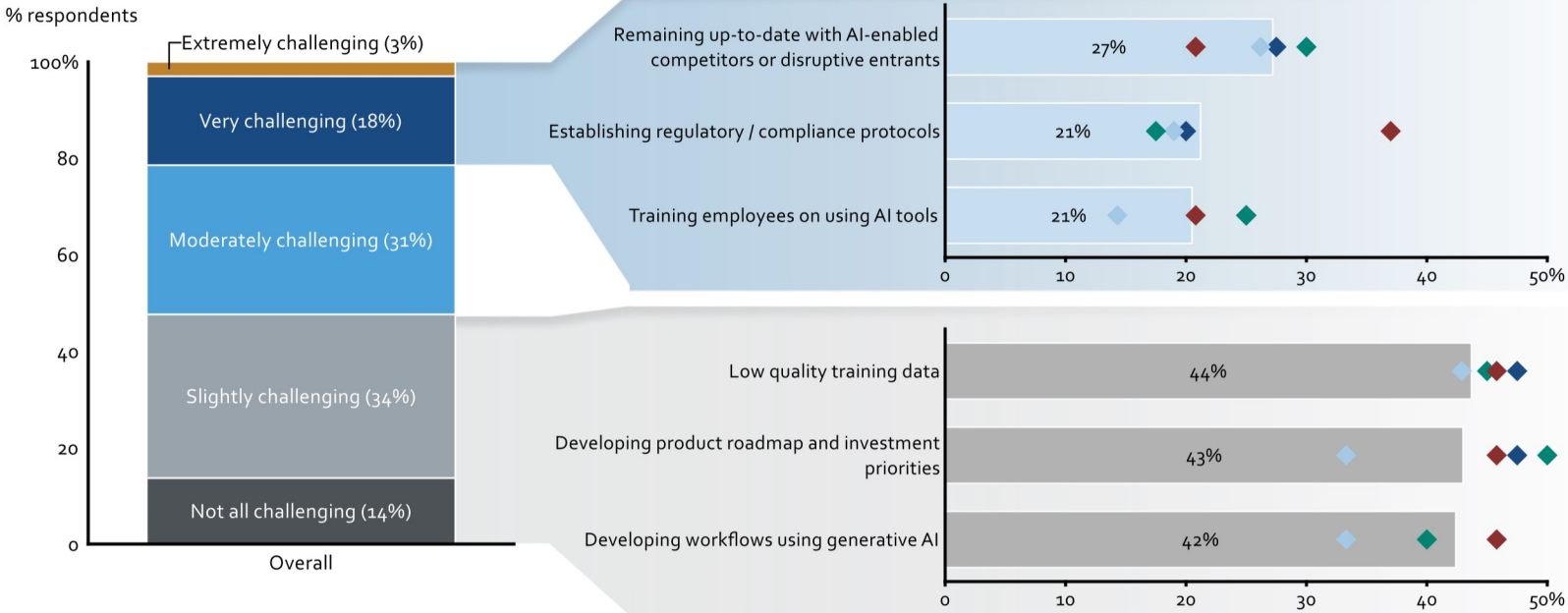
GenAI Implementation Challenges (N=151)¹

Q: How challenging has each of the following aspects of implementing generative AI tools been for your firm?

Most and Least Challenging Implementation Aspects (N=151)

Q: How challenging has each of the following aspects of implementing generative AI tools been for your firm?

Overall ♦ Accounting Services ♦ Business Consulting ♦ IT Consulting ♦ Legal Services



“Beyond data privacy and security, which is our number one barrier, the other barrier we’re facing is that in order to get the firm and employees to adopt AI, we need a generative AI policy to tell everyone what they can and can’t do.”

– Partner, Legal Services,
\$100 - \$250M

“90% of our consultants have PhDs yet they’re clueless about tech. They don’t understand the risks associated with generative AI and proprietary data.”

– CIO, Business Consulting,
\$100M - \$250M

1. As the question originally asked to select all challenging “aspects” that applied, the percentage of respondents that found overall implementation challenging was calculated by looking at the mode of a respondent’s answers. In several cases two modes existed so both modes were included in the graph.
Source: Professional services firms’ survey (N=151), expert interviews (N=10)

Firms have a range of GenAI-related concerns (data security, job loss, etc.); Accounting Services firm are the most concerned about the risks / threats of GenAI

Concerns about Potential Risks and Threats Associated with GenAI (N=151)

Q: How concerned is your firm about the following potential risks or threats associated with the use of generative AI?
(1 = not at all concerned, 5 = extremely concerned)

Concern levels						
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Concerns	Accounting Services	Business Consulting	IT Consulting	Legal Services	Other	Total
Privacy / data security	3.60	3.12	3.43	3.08	2.20	3.29
Intellectual / copyright issues	3.23	3.00	3.18	3.00	2.00	3.07
Removal of the “human element”	3.53	2.88	3.00	2.63	2.20	3.02
Bias	3.08	2.98	3.05	2.75	1.80	2.95
Lack of client adoption	3.10	2.79	3.03	3.00	1.60	2.93
Hallucinations / inaccurate information	3.23	3.05	2.88	2.42	2.00	2.91
Costs	2.95	2.76	3.18	2.83	2.00	2.91
Workforce morale	3.25	2.64	3.18	2.54	1.40	2.89
Regulator pushback	2.95	2.76	3.18	2.71	2.20	2.89
Lack of transparency / explainability	3.03	2.95	2.88	2.67	1.40	2.85
Stifling employee development	3.13	2.60	2.95	2.63	1.40	2.79
Disruptive entrants automating solution	3.20	2.60	2.83	2.42	1.40	2.75
Job loss	3.05	2.55	2.90	2.46	2.00	2.74
Other ethical concerns	2.73	2.26	1.98	2.42	1.40	2.30
Total	3.14	2.78	2.97	2.68	1.79	2.87

Deep dive on next slide

Data security and data quality are typically the chief concerns regarding GenAI

Concern

Description

What We've Heard



Data Security

As generative AI is not only trained on massive datasets but also frequently finetuned and further trained using the data inputted into the system via prompts, any confidential data included in prompts is at risk of being used by GenAI, either by being directly regurgitated as output or influencing the output. Furthermore, if companies do not own their GenAI products and use public cloud storage, that data can possibly be accessible to whomever has access to that cloud.

For example, a Samsung employee copied confidential source code into ChatGPT prompts to check for errors in. That data is now available to OpenAI and ChatGPT for additional training and can influence future outputs.

"I am worried about it stealing information from others without crediting them, or that it makes up information that is entirely incorrect."

– CEO, IT Consulting, \$1B - \$4.9B

"My primary concern is the protection of our proprietary data. If we ever inputted confidential data into ChatGPT, and that was leaked, we would lose our business...I've spoken with peers and, while there was previously a huge uptick in people wanting to use ChatGPT, now they are backing off because of security risks."

– CIO, Business Consulting, \$100 - 250M

"The ethical concerns that I have with the use of AI is the abuse and the potential for fraudulent information to be implemented into the system. This can significantly cause an extensive amount of financial damage to both the businesses and the taxpayers. We need to be absolutely conscientious to safeguard our infrastructure with private security software and hardware to prevent hackers and or criminals from integrating into the business infrastructure"

– CEO, Business Consulting, \$10M - \$49M



Data Quality

Given that generative AI, in many cases, is trained on data created by humans, GenAI is susceptible to the biases held by the people who have created the data on which it is trained. If not appropriately accounted for, GenAI output can repeat these biases, or worse, contribute to the reinforcement of these biases among GenAI users.

Additionally, GenAI has been shown to "hallucinate," or generate false data. In an infamous example, a lawyer used ChatGPT for legal research in support of a legal brief. ChatGPT made up data, including fake cases, fake quotes, and fake citations, and confidently asserted the data was accurate when asked. This falsified information was eventually included in the brief submitted to the judge where the judge identified the fake information. The lawyer was subsequently fined.

"Bias/hallucination is obviously a huge concern in the legal field. We absolutely won't use it for legal research for that purpose. But that's why you always need a human to monitor that. They're getting a little bit better with the models. But I don't think hallucination will ever be resolved so you always need a human. What we should focus on is more finely tuned GPTs."

– Partner, Legal Services, \$100 - \$250M



"I recently explored Leonardi AI's image creation prompts and noticed an intriguing example of bias. When I prompted with terms like "CEO," "CFO," "board of directors," and "C-suite executives in a meeting," the generated images predominantly featured men. However, upon adding "party planner" to the mix, a female image surfaced. These biases are worrisome"

– Partner, Business Consulting, \$25B+

"We've done some tests around ChatGPT. For example, tell me what are the top ten pharma manufacturers for this disease state. And some of the companies on the list ChatGPT provided weren't real!"

– CIO, Business Consulting, \$100 - 250M

While financial costs and human costs may not be the top concerns today, they can have the most wide-ranging, unpredictable impact

Concern	Description	What We've Heard
 Financial costs	<p>While the costs of acquiring a generative AI tool may be well-defined, the costs associated with operating and maintaining the tool are often highly variable and dependent on usage.</p> <p>GenAI models require extensive computing power and energy to operate, in addition to substantial storage capacity due to all the data required to effectively train the model.</p> <p>These costs may significantly offset, and possibly even exceed, the benefits (e.g., productivity gains) of using the tool, leading to marginal or negative returns on investment.</p>	<p><i>"Costs are a huge issue with these systems. Price tag was low six digits for building a model. While the ROI might be positive for building the model, there are other added costs to consider. You to set this up on AWS, monthly fees for stage, calculation costs to use the model. That's a big barrier."</i> – Partner, Legal Services, \$100 - \$250M</p> <p><i>"I'm interested to see how costly it will be to use these tools. It may not actually be cost effective. A lot of leaders need haven't thought about the costs of these tools. A vendor that we are talking to estimates the annual costs to be \$100-\$200K, but I know people that have tested Azure AI and it cost \$20K a month. For a \$200M company with \$6M in IT budget, it's hard to justify that cost unless it's making us 20-30%, not only 5-10% more efficient....I think everyone is still in the discovery phase and trying to understand what generative AI will do for them, but haven't thought about the cost. People need to start thinking about the ROI if they're going to spend money on it."</i> – IT Consulting</p> <p>– CIO, Business Consulting, \$100 - 250M</p>
 Human "costs"	<p>Many respondents are concerned about the automation generative AI can offer and the potential job loss that may follow. If the technology can live up to the hype, significantly increasing productivity and efficiency, firms will likely require fewer employees to achieve revenue goals.</p> <p>Even if job loss is limited, many are concerned about how to determine the appropriate balance between human-led and AI-driven work, and the consequences of relying too heavily on AI (e.g., lowering workforce morale, reducing output quality).</p>	<p><i>"Automation and job loss due to AI implementation might create ethical issues around AI taking away jobs."</i> – Consultant, Accounting Services, \$500M - \$999M</p> <p><i>"I do think this will affect employee headcount and replacement. But only to a certain extent. Because you always need a human to work with AI. It will replace the people that don't know how to use AI. It will not replace someone who knows how to work with AI. There are three buckets of tasks - you can absolutely replace a human, you need a mix with AI, and you absolutely cannot."</i> – Partner, Legal Services, \$100 - \$250M</p> <p><i>"Finding a balance between AI generation and human interaction and thought will be critical."</i> – Director, Accounting Services, \$250M - \$499M</p>

Given Pointe's findings, PE sponsors should develop comfort across six key questions for their professional services theses and investments

How can generative AI improve my portfolio companies and/or targets today (e.g., productivity, efficiency, etc.)? In the future?

Generative AI can address many use cases, but strategic planning is necessary to determine which use cases are most relevant to prioritize, over what time period benefits can expect to be realized, and where the greatest ROI can likely be achieved.

What implementation challenges can I expect in adopting generative AI? How can I plan to address them proactively?

As many professional services companies are experiencing common implementation challenges incorporating generative AI, the expectation should be that some of these challenges will apply to every company and will need to be addressed at some point.

How are my peers implementing generative AI? How is my industry evolving in response to this new technology?

Adoption of this new technology is likely to lead to new business models, products, and services. Thus, keeping up to date on the latest changes will be necessary to avoid losing market share and being placed at competitive disadvantage.

1

What investments do I need to realize these improvements? How will I need to adjust these investments over time?

Many pathways exist to acquiring and implementing generative AI and these pathways are likely to evolve as the technology improves and becomes more widely adopted. Moreover, total cost (including operating costs) must be considered.

2

3

How can I mitigate concerns and risks associated with generative AI?

Some risks associated with generative AI can have significant tangible, adverse impacts (e.g., data leakages, incorporating false data into services) on businesses if realized and actions will likely need to be taken to prevent or reduce the likelihood of occurrence.

4

5

How do I maintain pace with my competitors in incorporating generative AI and the latest technological developments?

Companies that incorporate generative AI into their businesses well are likely to gain competitive advantages over their peers. Ensuring that companies do not fall behind their peers in leveraging this new technology will become critical.

6

Still have questions? We can help!

Your authors have been involved in numerous professional services firm deals and have a combined nearly 100 years of experience in the space



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Stuart Ferguson is a Partner in Pointe's Private Equity Group and has more than 10 years of specialized experience in inorganic growth, with M&A expertise across a wide range of sectors, including accounting services. Stuart has led diligences across more than a dozen accounting services firms in the US since 2020, including several of the largest transactions in the space.

Prior to joining Pointe, Stuart led diligences in Bain & Co's Private Equity Group. Before that, he was an accountant at KPMG, specializing in hedge fund accounting and tax.

Stuart holds an MBA with distinction from the University of Virginia Darden School of Business and graduated magna cum laude with a BBA from the College of William & Mary. Stuart is also a Certified Public Accountant (CPA) in Virginia.



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Jon is a Senior Director in Pointe PE. Jon has more than 10 years of professional experience, including 6+ years in private equity due diligence, strategy, and customer experience.

Prior to joining Pointe Advisory, Jon spent 6 years at Bain & Company, leading engagements for some of the largest PE, VC, and Fortune 500 clients. Prior to joining Bain, Jon was a Military Intelligence officer in the U.S. Army, with multiple overseas deployments to Afghanistan and Kosovo.

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Ramon is a Partner at Pointe and leads Pointe's General Practice. Ramon has over 20 years of experience consulting Global 500 and private equity clients in the areas of growth strategy and competitive positioning. Prior to his role leading Pointe's General Practice, Ramon launched and led our Private Equity practice. With more than 100 deals' worth of experience, Ramon continues to advise Pointe and its PE clientele on active processes and support with 100-day planning initiatives.

Prior to joining Pointe, Ramon served as Managing Director at Citigate Markowitz & McNaughton, a buy-side acquisition search, commercial due diligence (CDD), and market intelligence firm. Ramon is a published author, including several articles on trends in M&A.

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Allan is a Senior Advisor to Pointe's Private Equity group for Professional Services deals. Allan has more than 30 years of experience advising professional services firms.

As CEO of Koltin Consulting Group, Allan specializes in supporting professional and financial services firms in areas of practice growth, practice management, human capital, and mergers and acquisitions. Allan is also a nationally recognized speaker and industry analyst and has been named by Accounting Today as one of the Top 100 Most Influential People in the accounting profession (and in 2022, Allan was named by Accounting Today as one of the top 3 most influential in the accounting profession). He has appeared on multiple television networks and is quoted frequently by national and international news outlets.

Allan is also the author-editor of three books for professional services firms: *CPA Firm Merger Strategies That Work*, *CPAs That Sell*, and the AICPA's *Marketing a Consulting Niche*.



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