Evaluating Professional Services Automation Software:
PSA Deconstructed

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Service Performance Insight, LLC

TABLE OF CONTENTS

FIGURES

TABLES

INTRODUCTION

After several years of steady, post-recession growth in the professional services (PS) industry, the past year saw revenue growth slow to its lowest level in five years, and nearly 15% of firms contracted rather than experiencing any growth at all. This slowing growth, driven in part by commoditization and rate erosion, was accompanied by a sharp decline in billable utilization, a spike in attrition, overcapacity in both billable staff and non-billable overhead, and a precipitous falloff in profitability. In fact, most of the key professional services metrics deteriorated—suggesting that in order to survive in the years to come, services firms will need to reconsider strategies and refocus on efficiency and productivity.

Amidst this increasingly competitive landscape, professional services executives will struggle with the challenges of expanding globalization, more sophisticated clients, changing skill requirements and an increasingly competitive war for talent. The pressure to execute more efficiently, with higher levels of quality will intensify. PSOs must ensure they deliver client value, and many are turning to fixed-price contracts to do so—adding significant pricing, staffing and delivery risk.

To combat these pressures, many Professional Services Organizations (PSOs) will turn to Professional Services Automation (PSA) solutions. PSA was initially designed to manage resources (primarily people) to improve utilization and maximize billable hours. Over the past 15 years PSA solutions have demonstrated the ability to improve utilization by 5% to 10%, producing 100 to 200 additional billable hours per consultant per year.

While the PSA market has expanded to add additional functionality for time capture and billing, its success has always hinged on the robust capabilities offered for managing resources, projects, time and cost. In an era of increasing competition and a war for top talent, PSA must provide measurable ROI to the business with a focus on improving key performance metrics such as utilization, margin, delivery performance and revenue growth.

In this white paper, SPI Research analyzes results from its 2014 Professional Services Maturity™ Benchmark, derived from over 200 PSOs, to demonstrate how PSA improves performance. It highlights the trends necessitating sophisticated resource management and how solutions that easily handle "lumpy" scheduling create competitive advantage. It shows how the increasing prevalence of fixed price contracts affects the bottom-line and how tools that help manage fixed price projects are not all the same. It showcases the importance of real-time visibility. Finally, the paper profiles Projector PSA, a leading independent supplier of PSA solutions, and how it has stayed true to its roots by building robust capabilities that drive real performance in the increasingly competitive services market.

PSA's Effect on Utilization

PSA solutions have demonstrated the ability to improve utilization by 5% to 10%, producing 100 to 200 additional billable hours *per consultant* per year.

PROFESSIONAL SERVICES CHALLENGES INTENSIFY

Professional service organizations used to enjoy an environment where they absorbed minimal risk. Buyers were accustomed to big time and materials projects marred by significant overruns and high failure rates. This was especially true in the IT sector, where the underlying technology required considerable customization and integration. The resulting large project teams afforded a place to grow junior consultants on the client's dime. Those days are over.

The War for Talent

As competition in the professional services market intensifies, finding resources with the right mix of technical knowledge, business skills, and client-facing abilities is becoming harder. PSOs must bear the cost of growing their people as they compete for seasoned consultants and top college graduates, especially those educated in the STEM (science, technology, engineering, and math) fields. Clients are no longer willing to pay for on-the-job training so PSA tools that help consultants become productive sooner quickly pay for themselves.

As the economy improves and people feel more comfortable taking personal and professional risks, turnover has become an increasing concern for PSOs. In 2014 attrition rates hit their highest levels since the recession, a significant concern as the cost to replace a consultant is so high. To help prevent turnover, PSOs must use increasingly sophisticated resource scheduling to accommodate lifestyle balance, desired project types and travel preferences.

Time to Value

Internal pressures have forced increasingly savvy clients to take a much harder look at services spend, and make demands to improve consulting value per dollar. A new metric of "time to value" has surfaced, putting the onus on service providers to demonstrate value *throughout* the life of the project – not just in a "big bang" at the end. This change has led to shorter projects with fewer resources. PSOs would prefer to maximize both the number of resources on projects as well as the number of months to complete the work. Large-scale multi man-year projects stabilize cash flow and improve profitability (Table 1), but these goliath projects are becoming increasingly rare.

Table 1: Project Durations Affect Organizational Performance

Key Performance Indicator (KPI)	Over 25 man-months	Under 25 man-months	Improvement
Percentage of surveys	32.2%	67.8%	N/A
Revenue per Employee (k)	$216	$182	19%
EBITDA %	11.7%	10.6%	10%

Source: Service Performance Insight, September 2014

Agile software development techniques facilitate splitting large, long-term projects into shorter sprints. During and at the end of each work phase, value can be assessed and corrections can be made. If demonstrable value is not present, the remainder of the project can be canceled or modified, causing significant pain for the PSO. This more dynamic, quick-turn delivery model can cause PSOs to have to manage their projected utilization more actively and rely more heavily on sophisticated resource management tools such PSA.

Fixed Price: The New Normal

Along with expecting demonstrable value per consulting dollar, clients have increased their appetite for fixed price, shared risk and value-priced engagements. These contract types put the onus on providers to predefine costs, often-times without detailed project requirements. This shift in engagement type rewards the most-skilled professional service providers who have already established a track record by delivering similar work. It also penalizes newcomers who don't yet have skilled resources or repeatable processes.

Leading firms relish fixed-price engagements, as they have the capabilities, knowledge and methodologies necessary to meet contract obligations while generating profit. Unfortunately, organizations not adept at managing scope, risk and deliverables, and those that lack real-time visibility into project performance tend to fail in fixed-price engagements.

PSA's Overall Impact

Organizations that use a PSA solution grow significantly faster, are much more profitable and simply operate far more efficiently.

THE CASE FOR PSA

After 15 years of research on the performance of PSOs, the statistics speak for themselves. The 2014 Professional Service Maturity™ benchmark provides an example of how PSOs have improved performance in all areas when professional services automation has been deployed. PSA provides the necessary visibility to efficiently run projects with fewer overhead resources, resulting in better resource management and profit.

Table 2 shows a few of the most important KPIs and how adopting a PSA can affect them. While increased billable utilization tends to be the primary measurement, there are many other metrics positively impacted by these applications. PSOs can manage the business with less administrative overhead and deliver more projects on time, driving better financial performance. The bottom line is that organizations that use a PSA solution grow faster, are much more profitable and simply operate far more efficiently.

Table 2: PSA Offers Significant Organizational Benefits

Key Performance Indicator (KPI)	PSA Used	No PSA Used	Advantage
Employee utilization	75.7%	72.0%	5%
Year-over-year change in PS revenue	10.1%	8.4%	19%
Concurrent projects managed by PM	5.37	4.55	18%
Projects delivered on-time	77.1%	75.1%	3%
Projects canceled	1.7%	2.6%	32%
Annual revenue per billable consultant (k)	$216	$192	12%
Annual revenue per employee (k)	$172	$161	7%
Earnings before Income Taxes, Depreciation & Amortization (EBITDA)	11.6%	9.4%	24%

Source: Service Performance Insight, September 2014

Table Stakes

Because of the significant benefits of PSA, SPI Research has found from benchmark analysis of over 1,500 firms, over 70% have already adopted a PSA tool. Indeed, every single one of the top ranked 10% of survey respondents (the Best-of-the-Best list) has implemented PSA. SPI Research believes that PSOs with over ten employees should consider using a PSA. Running the business based on a complex web of interconnected spreadsheets is no longer a viable alternative for even the smallest PSOs.

Rewards Amplified

Although standalone PSA applications provide significant benefit, the rewards are amplified when PSA is integrated with the organization's financial management application. PSA financial integration enhances visibility and management control. It supports "open books" to give all team members one source of the truth so they are empowered to ensure their actions have a positive impact on the bottom-line.

Integration enhances visibility and makes the firm more agile because decisions are based on fact, not intuition. Fact-based decisions help align firms around the types of projects, clients and markets where they excel. Table 3 compares organizations owning PSA, but not having it integrated with the core financial management solution, to those organizations using PSA with financial integration.

Table 3: Integrated PSA Improves Service Performance

Key Performance Indicator (KPI)	Integrated	Not Integrated	Advantage
% of total revenue from new clients	32.0%	27.7%	16%
Pipeline relative to quarterly bookings forecast	236%	202%	17%
Projects canceled	1.6%	1.8%	8%
Standard delivery methodology usage	69.0%	55.7%	24%
Annual revenue per billable consultant (k)	$223	$204	9%
Annual revenue per employee (k)	$178	$165	8%
Billable utilization	75.3%	73.3%	3%

Source: Service Performance Insight, September 2014

PSA DECONSTRUCTED

Professional Service Automation (PSA) solutions provide the systems basis for initiation, planning, execution, control and close-out of projects, resources and services. PSA improves service delivery, resource management, project management, and collaboration, while ensuring accurate and timely time and expense capture and billing.

Figure 1: PSA Core Modules

Source: Service Performance Insight, September 2014

Figure 1 highlights the core modules in a robust PSA solution and shows how it helps an organization plan, staff, deliver, track, and invoice its entire portfolio of projects. PSA represents the core operational system in which all the organization's delivery activities are managed, forming the foundation for effective service execution.

Resource Management

Resource Management is the most critical aspect of a PSA solution, due to the importance of efficiently scheduling the PSO's most valuable asset: *its people*. Done right, effective resource management can easily improve billable utilization by 5 to 10%, giving PSOs another 100 to 200 billable hours per consultant annually. The value of sophisticated resource management tools is especially important in increasingly complex and dynamic environments where resources may not be fully dedicated to long term, multi-year projects.

Resource management provides PSOs the ability to assess skills, forecast staffing needs, schedule resources and evaluate profitability by individual, client and project type. This capability enables the organization to target sales and hiring activities which balance the supply and demand for key resources and skillsets.

PSA is the Foundation

PSA represents the core operational system in which all the organization's delivery activities are managed.

Resource management within PSA offers visibility to more efficiently plan and schedule work, especially in environments where consultants must work on several projects simultaneously. By more tightly scheduling work with interspersed project deliverables and minimizing downtime, effective resource scheduling can lead to vastly improved resource utilization and faster project delivery.

Finally, consultants and subcontractors are increasingly given visibility into the project pipeline so they can express interest in the type of work that most intrigues them. This visibility can have a significant impact on employee satisfaction, thus reducing the attrition that is expected to be a key negative driver of profitability in the months and years to come.

Project Management

Projects have become more complicated even while project durations have become shorter, narrowing the margin for error. There is a much stronger need to tie automated solutions into the service delivery lifecycle as a greater focus on cost control, timeliness, governance and quality has necessitated better use and sharing of project information.

The project management functionality within PSA solutions allows managers to more clearly understand current project status, and make changes to improve delivery times and reduce cost. PSA supports popular project management tools so both resource and project managers can incorporate project plans down to the task level in their resource planning. Project management within PSA often supports bi-directional integration with Microsoft Project and other project management tools. It helps managers understand tasks completed and work remaining, enabling the PSO to calculate earned value and estimate time to complete.

Time and Expense Management

Time and expense management has become a foundational component of PSA, as high costs and rampant inaccuracy have made manual processes unviable. SPI Research typically sees between 1% and 5% of project cost is unbillable, primarily because the information has not been accurately collected. This needless revenue leakage represents work that a PSO's billable staff completed or expenses that the organization incurred that the firm is simply losing.

Robust PSA solutions support multiple bill rates per consultant, depending on the type of work performed and tie expenses incurred and work performed back to established budgets. Today's solutions reflect the increasingly global nature of business as they are able to manage multiple currencies and financial regulations. Sophisticated PSA solutions provide invoicing, with automatic preparation and presentation of the invoice, and even enable clients to pre-review

invoices to ensure prompt payment. Strong solutions provide flexible integration with the back-office financial management application, so that both project managers and financial management can share and view the same information.

Organizational Visibility

While PSA is best known for improving resource and project management, its most significant impact might be providing real-time visibility into all aspects of service delivery. PSA users can simultaneously see the status of current and forecasted projects, historical or projected costs and revenue, the supply and demand for key resources, and a myriad of issues that could impact successful completion.

With real-time visibility, PS executives can more efficiently and effectively run the business. Table 4 shows a few of the important key performance measurements associated with having high levels of real-time visibility into service execution.

Organizations with high levels of real-time visibility grow more rapidly and face less employee attrition than others. Because work can be managed more efficiently, fewer projects are canceled and even when work is late, the impact is minimized. Real-time visibility is a primary catalyst for improved project profitability as it allows managers to make smaller course corrections earlier, rather than relying on grand, sweeping (and often expensive) corrective actions late in the game.

Table 4: Real-time Visibility is a Leading Indicator of Success

Key Performance Indicator (KPI)	High Visibility	Low Visibility	Advantage
Year-over-year change in PS headcount	13.3%	9.0%	48%
New clients	39.4%	29.6%	33%
Employee annual attrition	6.8%	9.3%	27%
Projects delivered on-time	82.1%	76.6%	7%
Average project overrun	7.0%	8.9%	21%
Project margin for time & materials projects	37.7%	36.3%	4%
Project margin for fixed price projects	38.9%	37.9%	3%

Source: Service Performance Insight, September 2014

SELECTING A PSA: DETERMINING WHAT REALLY MATTERS

Once an organization decides to invest in a PSA, with so many options available, sifting through all the possibilities can be a daunting task. Different organizations have different automation needs, and each of the major PSA vendors has taken a slightly different approach to addressing those needs. Some vendors promote the collaboration and social networking aspects of their products, some stress the importance of integration with the platforms they happen to be built upon, and some emphasize easy-to-learn user interfaces. What organizations need to determine for themselves is what they're looking to get out of a PSA tool and how they want it to impact their businesses — basically, deciding what really matters to them.

When PSOs evaluate PSA they expect the solution will give them a significant positive return on investment (ROI), and pay for itself fast. With PSA, a positive ROI can be realized in less than one year, as increases in billable utilization, improved project margins, faster invoicing, fewer out of control projects, and higher customer and employee satisfaction make PSA a very valuable investment.

From Service Performance Insight's research into the PSA market, the key areas to consider when selecting a PSA include:

Δ   ***Total cost of ownership (TCO)***: the total cost to purchase, implement and maintain the solution;

Δ   ***Solution depth***: how robust each of the core modules is and how well the application models the business. Oftentimes, weak systems can lead to bad business decisions;

Δ   ***Business process support***: how well the solution supports and models strong business processes. In some cases the processes embedded in the PSA solution are in fact better than the PSO's current business practices;

Δ   ***Vendor viability***: whether the vendor will be around in five years and how knowledgeable and committed the vendor is to the professional services market;

Δ   ***Solution breadth***: whether the solution provides or integrates with additional modules, such as ERP, CRM and BI platforms;

Δ   ***Integration with financials***: whether the solution easily integrates with the core financial management (ERP) solution.

With these areas in mind, we'll examine one of the key players in the Professional Services Automation market: ***Projector PSA***.

Significant, Fast ROI

With PSA, a positive ROI can be realized in less than one year, making it a very valuable investment.

SPOTLIGHT ON PROJECTOR PSA

Considering most of its competitors have been acquired by ERP solution providers, Projector has positioned itself well as one of the best independent PSA solution providers. In SPI Research's 2014 Professional Services Maturity™ Benchmark, Projector was used by 23% of the organizations surveyed and was the most highly adopted PSA amongst respondents. An analysis of its results shows why the company has grown so rapidly over the past five years.

Figure 2: Projector PSA Solution Overview

Projector is a solution that stays true to its core PSA roots and continues to focus on functionality that positively impacts the bottom line performance of a PSO. Its three most visible modules are resource scheduling, project management, and project accounting (Figure 2). These modules form the basis of a comprehensive business solution used to manage and control service delivery.

In the 2014 PS Maturity™ benchmark, 44 of the 238 companies surveyed use Projector. Analysis shows the average Projector customer with over 400 employees. Most of its customers have between 30 and 100 employees; however, Projector supports several clients with over 1,000 employees. Its customers were also among the fastest-growing PSOs in the survey.

Independent

One important differentiator for Projector is that it is a best-of-breed solution able to easily integrate with other business applications. PSAs that are a sub-module of a suite from a single vendor often work well if an organization is replacing its entire business application infrastructure, from CRM to PSA to ERP, all at once.

Projector, as an independent PSA solution, is open and therefore provides greater integration capabilities in a heterogeneous IT environment. It provides configurable, pre-built integrations for the most commonly implemented CRM, ERP, and PM applications and an open web services-based API for legacy and custom applications.

Results-Driven

Projector is focused on solution depth by providing rich, robust functionality in its core modules. The depth in its products and services helps its customers achieve significant, measurable ROI by:

Δ   Allowing organizations to more accurately model their businesses;

Δ   Providing rich, comprehensive analytical reporting;

Δ   Providing first-class consulting and education, ensuring better initial fit and ongoing recalibration as the business changes;

Δ   Focusing exclusively on the unique and changing needs of service and project-oriented organizations.

This results-driven focus is just one reason why Projector fared so well in the recent benchmark survey (Table 5) as compared to users of other PSAs. While all the PSA vendors showed positive results in the survey, Projector excelled over organizations using other PSAs in some of the most important, measurable areas that drive ROI.

Projector's Impact on Performance

Projector excelled over organizations using other PSAs in some of the most important, measure-able areas that drive ROI.

Table 5: Projector Excels in Key Areas Compared to Other PSA Tools

Key Performance Indicator (KPI)	Projector	Other PSA	Advantage
Employee billable utilization	75.4%	71.8%	5%
Effectiveness of resource management process	3.75	3.49	8%
Projects delivered on time	80.8%	77.1%	5%
Average project overrun	7.5%	8.7%	14%
Clients referenceable	82%	72%	14%
Time to productivity for new employees (days)	116	126	8%
Project margin for fixed price projects	38.5%	37.0%	4%
Satisfaction with PSA solution	4.67	3.69	27%

Source: Service Performance Insight, September 2014

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Projector User Satisfaction

Respondents gave Projector top marks when asked about their satisfaction with their PSA, indicating a close fit with their needs.

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Projector is able to drive significant improvements in billable utilization by enabling a more effective resource management process (as measured on a 1 to 5 scale). Projector users experience more successful project delivery rates as well, with lower average project overruns, resulting in happier and more referenceable clients. Organizations using Projector were able to get new hires productive nearly a month faster than those using other systems and also demonstrated higher project margins, especially for fixed price projects. Finally, survey respondents gave Projector top marks when asked about their satisfaction with their PSA, indicating a close fit with their needs from a product, support, and services standpoint.

Focused on Professional Services

Projector's sole focus is on the professional services market and on designing a product that allows PSOs to more accurately model their businesses within the system. Infused in the product is a collection of little design decisions, each intended to help organizations optimize their services delivery machine and provide real, bottom line ROI. This section explores just a few of those decisions that relate to some of the key delivery challenges identified in the benchmark survey.

Performance Dashboards

A key attribute of Projector is the availability of performance dashboards that enable PSOs to both analyze performance and drill down into projects, time periods or personnel. These tools enable organizations to spot problems before they arise and in time to take corrective action (Figure 3). This capability allows decision makers to make changes in real time that impact the success of the project, the satisfaction of the end client, and the profitability of the business.

Figure 3: Performance Dashboards
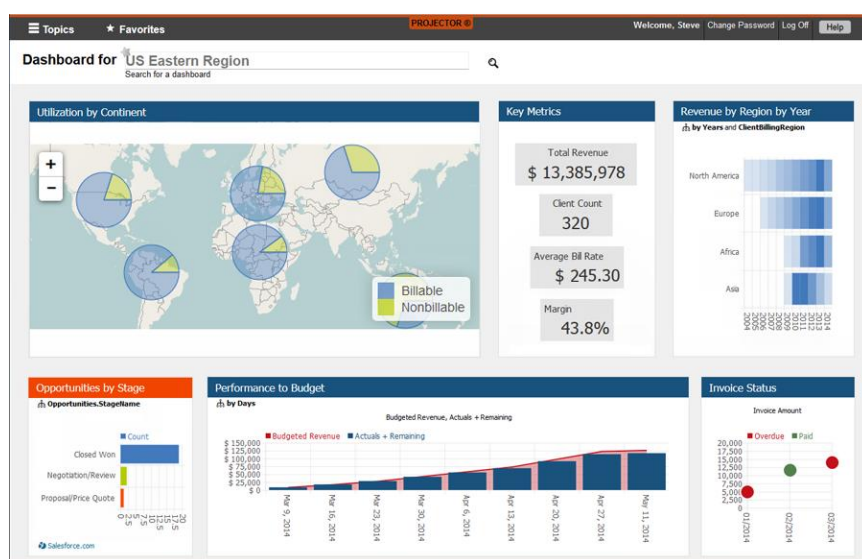
Source: Projector PSA, September 2014

"Lumpy Scheduling"

One of the most important, but also the most challenging, aspects of managing a services business is optimizing the utilization of billable resources. Ideally, the resource management capability of PSA enables PSOs to maximize billable hours by building plans where employees "fill up" each day working on billable tasks. Unfortunately, the real world is seldom this simple.

For example, an employee might be scheduled for 40 hours of work over a two-week period. Most PSA solutions assume that should translate into 20 hours per week or indeed exactly 4 hours per day. However, the employee might actually be needed for 30 hours in the first week and 10 in the second based on the tasks involved. Many other PSA solutions falsely report that if the resource was needed for 25 hours on a different project in the second week or 6 hours next Thursday, the consultant would be over-allocated.

Projector helps PSOs "iron out" the schedule (Figure 4) by allowing the PSO to schedule the individual on a weekly, or even daily, basis, enabling the resource manager to schedule work more tightly. It allows managers to define more precise schedules when warranted, and the system automatically flows flexible hours around more fixed scheduling needs when appropriate.

Figure 4: Ironing Out "Lumpy" Schedules
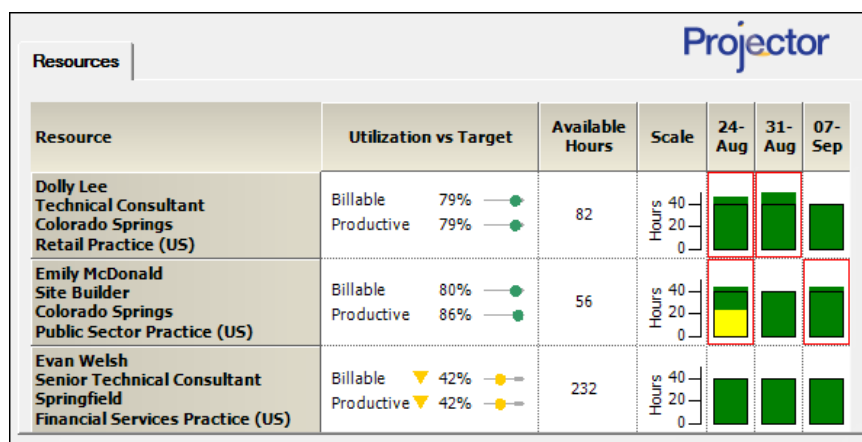
Source: Projector PSA, September 2014

By reducing false over-allocation warnings, Projector prevents PSOs from needlessly turning business away, delaying projects, hiring additional resources, or contracting out work that they could have done in house. In preventing these false over-allocations, Projector is able to simply and effectively drive significantly higher utilization and better organizational profitability.

Fixed Price Visibility

Most PSA solutions support billing clients on a fixed price basis. However, many systems don't provide the tools needed to allow a PSO to manage a fixed price project effectively enough to maximize profitability.

Many PSA solutions provide accurate revenue and profitability data only at certain moments in time or only as of particular dates. This may be only just after revenue recognition has been run, only at the end of an accounting period, or only after the project is completed.

To overcome the limitations of other PSA tools, organizations often adopt cumbersome, wasteful, and sometimes error-prone business practices. These encompass performing "trial" rev rec runs on dozens of projects each week, manually back-calculating and manipulating bill rates to "true up" remaining revenue with projected hours, or managing their fixed price projects in spreadsheets outside the application.

Because of the increased prevalence of fixed price contract terms demanded by clients, Projector was designed to provide tools to maximize profitability on fixed price projects and eliminate all those clumsy workarounds. By accurately tracking hours invested to date and work remaining, Projector can automatically calculate how much revenue should have been recognized as of any date. This always-available, real-time visibility into the profitability and health of fixed price projects allows organizations to instantly spot projects in trouble so they can react more quickly. The improved profitability of and increased confidence in delivering fixed price projects gives PSOs using Projector an edge when striving to win business in a competitive market.

Enterprise Configuration

From the start, Projector was designed to support the complexities experienced by and the needs of larger PSOs in a package that easily integrates with an organization's existing financial (ERP) and CRM solutions. It addresses enterprise-level requirements through features such as the ability to configure the application differently for different parts of the business, to map to multiple charts of accounts, and to customize access rights and workflows by line of business. This functionality is often demanded especially by organizations that have grown by acquisition, that have multiple lines of business, and operate in different countries.

More than 25% of the large services organizations that completed the benchmark survey use Projector to manage their operations, more than any other PSA tool. In this cohort of organizations with over 100 employees, Projector's clients averaged 871 employees, demonstrated the highest project margins of all PSA providers and reported the highest level of customer satisfaction with their PSA solution.

CONCLUSIONS

The Professional Services Automation market has grown rapidly over the past decade because the solutions have shown demonstrable results. PSA, like any enterprise solution, can be extremely valuable when used to its fullest capability. Most PSOs using PSA have shown between 100 and 200 additional billable hours per employee per year, making PSA a solution with a high return on investment.

While there are a number of PSA solutions, they are not all the same. Some have focused on broader capabilities, leaving some of the heavy lifting to more narrow applications such as project management software. When selecting a solution, PS executives should focus on the attributes of PSA that are most important to them. Resource management is one of those areas where robust functionality should be mandatory. Resource management effectiveness is one of the main drivers of improved performance since small changes in behavior can lead to large rewards in increased revenue and profitability.

Projector has been a rapidly growing supplier of PSA solutions for over a decade. The company's singular focus is on building industry-leading PSA capabilities into its solution. It is also one of the few independent providers in the market today, as many of their competitors have been acquired by larger ERP solution providers.

SPI Research's analysis of the PSA market over the past 15 years has shown approximately 50% of PS executives prefer best-of-breed PSA solutions, while the other 50% prefer PSA as part of an integrated suite. Projector is a leading provider of best-of-breed solutions, meaning PSOs are not forced into one type of ERP or CRM solution. Projector allows for smooth integration with existing business systems rather than forcing the disruption and high switching costs caused by conversion to a monolithic, single-vendor application.

Projector users have consistently given Projector the highest satisfaction marks because the company is singularly focused on supporting the unique needs of the professional service market. Certainly Projector should be included in any PSA evaluation because the company has made a myriad of good decisions in the design and delivery of its product, support, and services. Each of these decisions was intended to support the optimization of service delivery and result in a real, bottom-line profit impact. The cumulative result of each of these little design decisions is evident in the excellent performance of Projector's users in the latest SPI benchmark survey. It is these sorts of performance advantages that can make the difference between success and failure in today's increasingly competitive professional services landscape.

The Bottom Line

Projector should be included in any PSA evaluation because the company has made a myriad of design decisions that result in the excellent performance of its users in the latest benchmark survey.

About Service Performance Insight

R. David Hofferberth, PE, Service Performance Insight founder, managing director and licensed professional engineer has served as an industry analyst, market consultant and product director. He is focused on the services economy, especially productivity and technologies that help organizations perform at their highest capacity.

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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 10,000 service and project-oriented organizations to chart their course to service excellence.

SPI provides a unique depth of operating experience combined with unsurpassed analytic capability. We not only diagnose areas for improvement but also provide the business value of change. We then work collaboratively with our clients to create new management processes to transform and ignite performance. Visit **www.SPIresearch.com** for more information on Service Performance Insight, LLC.