

A Service Performance Insight  
White Paper

**Service Compass:** *Charting the Course  
to Professional Service Excellence*



## Trends for the Professional Service Organization of Tomorrow

**Prepare your organization for growth  
to stay ahead of the curve in a changing industry**



September 2012

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## INTRODUCTION

Signs that the world is moving to a service and knowledge-driven economy are all around us. The manufacturing-driven industrial complex of the 20<sup>th</sup> century has been replaced by a technology-enabled, knowledge and project-oriented workplace. Computers and technology have streamlined most of the “hard” manufacturing/production processes leaving innovation and service as primary sources of differentiation.

With this shift, the human capital-driven professional service economy has surged to more than \$4 trillion in global revenues – with annual growth surpassing almost all other sectors. This trend will continue propelled by technology which enables skilled knowledge workers to produce and export services from wherever high-speed internet connections are available.

This shift means the professional services market is in a very exciting, yet challenging, time in its existence. Over the past decade the economy has experienced both highs (introduction of new technologies and global expansion), and lows (market crash and economic uncertainty), while the professional services market has rolled right along. In the depths of the recession, the professional service market stalled but has since rebounded quite nicely.

Despite advances in PS sector growth, many professional services organizations (PSOs) look to the next decade with both optimism and trepidation. The potential is enormous, but PSOs that think “business as usual” will get the job done might find themselves on the outside looking in.

For PSOs to succeed in the next decade, it will take a combination of thought leadership, superior personnel, efficient business processes and excellent client skills. To support these areas the underlying information infrastructure must be designed to support growth and flexibility, providing decision-makers with real-time, comprehensive information to monitor and improve performance.

Unfortunately, many PSOs use a variety of commercial and homegrown business applications which accentuate silo’ed operations, meaning vital information is not available across the organization. PS executives have begun to re-think their information strategy, and look toward cloud-based solutions to support their fast-growing and increasingly mobile and global workforces.

PSOs must continue to sell and deliver services effectively and efficiently, with an eye toward client delight and profitability. Many PSOs have turned to Professional Services Automation (PSA) solutions to improve performance. To truly optimize service delivery many of the organizations using PSA have integrated it into their information infrastructure, sharing information from sales through service delivery to invoicing and collection.

In this white paper SPI Research will analyze the results from over 450 professional services firms with between 30 and 1500 employees to show

the importance of accurately planning and managing growth during this period of rapid expansion. It will also highlight how PSOs can improve performance with PSA, especially the more integrated with the core financial and client relationship information infrastructure it becomes.

### **THE ECONOMY IS BACK IN GROWTH MODE AGAIN, BUT WATCH OUT!**

As volatile as the economy has been over the past four years signs point to economic improvement. Manufacturing has picked up, as well as consumer confidence. The service market is growing as evidenced by SPI Research's 2012 Professional Services Maturity™ Benchmark, where growth in 2011 was nearly 10%, and expected 2012 growth will be even greater.

### **Rapidly growing PSOs have a unique set of issues impeding performance**

While no one complains about growth, PSOs should understand how high levels of growth can negatively impact their organization. For instance, SPI Research has shown high growth levels correlate with rising levels of employee dissatisfaction, and therefore attrition is expected to increase as the economy improves. Economic uncertainty fostered “staying put”, but now as the economy improves, employees are starting to look outside for new challenges and rewards.

Rapid growth depends on the ability to swiftly find, recruit and ramp new consultants and subcontractors. Unfortunately the war for skilled talent has created a shortage of seasoned technical and business consultants. Therefore, it takes longer and costs more to find, hire and bring new employees up to speed. The net result is rapid growth results in significant declines in profit due to the cumulative cost of recruiting and ramping qualified personnel.

For example, Table 1 profiles the income statements of 82 PS organizations within enterprise software companies (data from Q4 2011). Interestingly, the companies were fairly evenly spread by level of year over year PS revenue growth, although the highest percentage (35%) experienced greater than 25% per year growth.

SPI Research found:

1. The percentage of revenue from subcontractors goes up directly with PS growth.
2. EBITDA declines directly in relationship to growth. This makes sense as there is significant cost to recruit and ramp new consultants. On average it takes 60 days to find a new consultant and another 60+ days for a new consultant to become fully billable. Plus the whole organization takes a productivity hit as managers must spend time on recruiting and more experienced consultants must spend time mentoring new hires.

Table 1: Income Statements by Annual Growth Rate

Year over Year Revenue Growth	<5%	5% - 15%	15% - 25%	>25%
Number of PSOs	19	17	17	29
Direct gross PS revenue	82.0%	87.0%	83.0%	78.0%
Indirect gross revenue	14.9%	12.8%	16.1%	20.3%
Pass-thru revenue	3.0%	0.2%	0.9%	1.8%
Revenue	100.0%	100.0%	100.0%	100.0%
Direct Labor expense	39.7%	42.9%	40.0%	42.8%
Fringe Benefit	8.4%	8.5%	8.6%	8.2%
Subcontractor expense	9.0%	9.2%	13.8%	14.5%
Billable travel and business expense	2.9%	4.8%	6.7%	6.9%
Non-Billable travel expense	1.6%	2.4%	2.4%	2.8%
Sales expense	2.7%	7.2%	5.3%	2.8%
Marketing expense	0.9%	1.0%	0.7%	0.8%
Education/training expense	0.8%	1.8%	1.6%	3.3%
PS IT expense	0.9%	1.4%	0.9%	1.6%
All other G&A expense	5.8%	4.6%	4.0%	4.0%
Total Expense	72.7%	83.9%	84.1%	87.8%
<b>EBITDA</b>	<b>27.3%</b>	<b>16.1%</b>	<b>15.9%</b>	<b>12.2%</b>

Source: Service Performance Insight, September 2012

When the economy slowed, PSOs focused on streamlining business processes and reducing costs to ensure they continued to make a profit despite the slowdown. As the economy ramps up, inefficient habits are resurfacing. Some interpret growth as a reason to forget about best-practices instantiated to ensure quality. If this happens, long-term prosperity will suffer.

As the economy picks up, PSOs with significant expansion plans face a number of unique *globalization* challenges which include multilingual and multicurrency issues, *regulation* and real-time visibility. For organizations to operate efficiently they must operate as one, optimizing resources, business processes and knowledge, regardless of physical location.

Not only must these organizations communicate and collaborate within the service delivery arm of the organization, they must also communicate and collaborate with supporting organizations, most notably sales and finance along with clients and partners. Each of the three core divisions (sales, service and finance) have significant interdependencies, which require high levels of coordination in order to achieve growth, client satisfaction and profit.

One of the primary root causes of ineffective collaboration can be traced to information siloes. As clients are nurtured and engagements closed, it is imperative the service delivery arm understand the prospective sale, skill requirements and timeframe, as well as projected revenue. Armed with this information, even when deals have not yet closed, service delivery can plan staff, build project plans, and conduct financial analysis, to ensure the work can be delivered successfully.

These issues are compounded when PS is part of a product-driven company, where selling services may be a subordinate part of the sale. Increasingly, resources are geographically dispersed. As geographic personnel dispersion increases, organizations must take advantage of collaborative tools to streamline and improve communication and collaboration.

### **SOCIALIZE SERVICE DELIVERY**

Today's service organizations must take full advantage of new work-styles propelled by social applications and supported by all manner of mobile devices. The old days of "one-way pull" technology with central control and management have been replaced by "push" or socially aware applications which tweet out changes and updates.

In this new paradigm, knowledge-workers demand the freedom to access secure applications from their favorite smart phone, tablet or laptop with the expectation that applications will have a rich, intuitive and easy-to-use user interface. The old style of table-driven, static forms and drop down help menus just won't do!

At the heart of this shift, the project itself has become the central focus for consultants, partners and clients (Figure 1). Whenever changes occur, those changes are reflected in the project, visible to all. The center of gravity has moved from hierarchical, top-down project management control to dynamic horizontal management. In this new "social-phase of project management," power has been transferred to consultants and clients, making management and control more egalitarian and immediate but less controlled.

**Figure 1: Service Delivery Socialization**



Source: Service Performance Insight, September 2012

The challenge presented by the socialization of projects is how to make them accessible from anywhere, available on any device yet still conforming to quality standards and project management discipline.

Sales should have the capability to utilize prior project data to plan and sell work, which presents the highest winning potential but with sufficient margin to meet organizational financial goals. Finance and accounting must have the ability to monitor detailed information from the project to insure it is delivered as promised so forecasting, budgeting and billing can be accurate and timely.

For today's dynamic project teams, true success comes from the ability of all related parties to successfully plan, schedule and execute the work in a collaborative environment. The project manager, in conjunction with team members and partners, must follow an agreed upon process and share information to efficiently deliver the work. Client visibility is paramount to the work's success. Clients who are able to monitor project progress in real-time can more effectively focus the project team to ensure deliverables, timelines and costs meet requirements.

### **Cloud Technologies for teamwork**

The decentralization of clients and consultants means more and more work is performed remotely. This trend sounds perilous, but actually is resulting in better resource availability, greater efficiency, higher quality and reduced cost, as collaborative, cloud-based solutions come into play.

What started as a subtle shift to the cloud has become a stampede. Cloud technologies offer significant advantages for services driven organizations. They enable more seamless access to the varieties of mobile devices, client portals, workflow engines and other analytic tools that support 24\*7, "people-oriented" businesses. These technologies include Chatter, the social medial application that brings Facebook-like collaboration functionality to project delivery. It allows sales and project team members to create project chatter groups with dynamic discussion streams that are becoming more integral to project success than a legacy collection of project status reports and static timecard entries

### **PSOs TURN TO PROFESSIONAL SERVICES AUTOMATION (PSA)**

For over 20 years PSOs have used commercial Client Relationship Management (CRM) solutions to more efficiently manage client interactions, resulting in higher levels of sales effectiveness. Most of these organizations also use back-end financial management (or ERP) applications to manage the business. For almost 15 years software providers have focused on building project and resource management applications (PSA). Now, Professional Services Automation (PSA) solutions are used by almost 80% of the organizations surveyed by SPI Research.

SPI Research defines Professional Services Automation as:

***An integrated suite of applications used to increase operational visibility and improve process efficiency in professional services organizations***

PSA solutions provide the systems basis for initiation, planning, execution, close and control of projects and resource management. PSA helps manage service delivery forecasting, resource management, project management, and collaboration, combined with accurate and timely time and expense capture. It has become increasingly popular as the need to improve the management and control of service execution has become more important, and the applications have matured to become easy to implement and use. SPI Research believes that all PSOs with over ten employees should consider using a PSA. Creating and maintaining a complex set of spreadsheets is no longer a viable alternative for even the smallest PSOs.

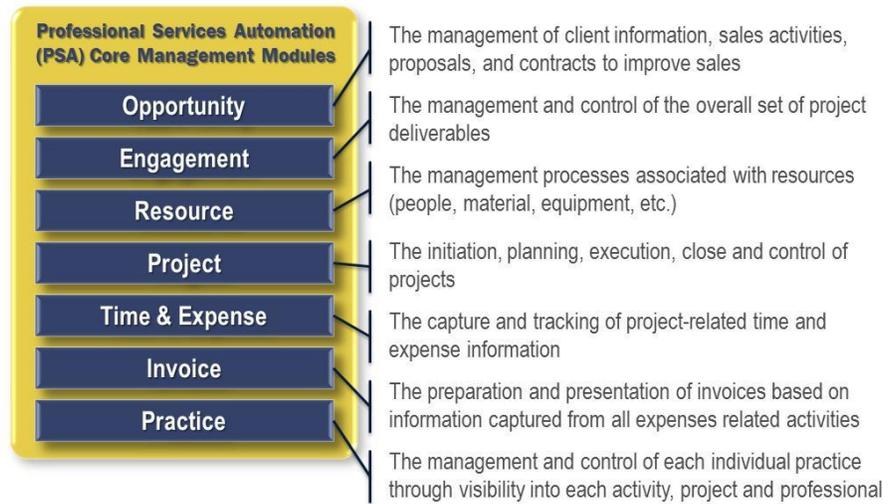
PSA helps organizations efficiently plan, execute and charge for work. It integrates and aligns a service organization's *People* (resources, staffing), *Business Processes* (service delivery, methodologies, etc.) and *Capital* (project accounting, time and expense) in order to improve and optimize the delivery of services.

PSA provides PSOs with required real-time visibility to improve performance. Some of PSA's most important benefits include:

- Δ improved project planning, by aligning project planning with resource allocation and management;
- Δ improved billable utilization by collecting, tracking and managing consultant time;
- Δ improved on-time and on-budget project delivery, which positively impacts profitability and client satisfaction;
- Δ reduced billing cycle time and revenue leakage as a result of integrated electronic time and expense capture and invoicing; and,
- Δ increased personnel productivity through reduced administrative overhead and increased knowledge sharing and collaboration.

Figure 2 shows the core management modules found within most PSA solutions. The integration of these components help provide the PSO with a single version of the truth, giving executives the tools they need to efficiently plan, execute and manage service delivery.

**Figure 2: PSA Core Modules**



**Source: Service Performance Insight, September 2012**

Table 2 compares the results of professional services organizations that do and do not use PSA. The results of this research show the net effect of PSA is a more streamlined and efficient organization. PS executives can more accurately plan and execute services, meaning they are better prepared to make promises to clients they can keep. PSA helps reduce the need for high levels of administration, as project managers are more efficient in terms of managing projects and it has always been an effective management tool for improving resource management.

**Table 2: PSA Improves Performance**

Key Performance Indicator (KPI)	Use PSA	No PSA	Improve.
Number of PS organizations in the sample	355	96	
Deal Pipeline Relative to Quarterly Bookings Forecast	213%	199%	7%
Management to Employee Ratio	11.33	9.89	15%
Effectiveness of Resource Management (1-5 scale)	3.53	3.22	9%
Effectiveness of change control processes (1-5 scale)	3.55	3.19	11%
Annual Revenue per Billable Consultant (k)	\$213	\$183	16%
Project Margin for Fixed Price Projects	33.6%	27.8%	21%
Executive real-time wide visibility (1-5 scale)	3.38	2.83	19%
Billable Utilization based on a 2,000 hour year	80.3%	75.9%	6%
EBITDA %	14.3%	12.4%	15%

**Source: Service Performance Insight, September 2012**

While PSA solutions support efficient project management, the overall financial results are even more impressive. PSOs using PSA show significantly higher revenue per billable consultant and project margins. PS executives also report better levels of real-time visibility, primarily due to PSA's ability to manage all aspects of services delivery. The net effect of using Professional Services Automation is higher levels of billable utilization, and perhaps most important of all, higher levels of profitability. However, as effective as PSA is on a standalone basis its integration with other leading services application heightens its impact.

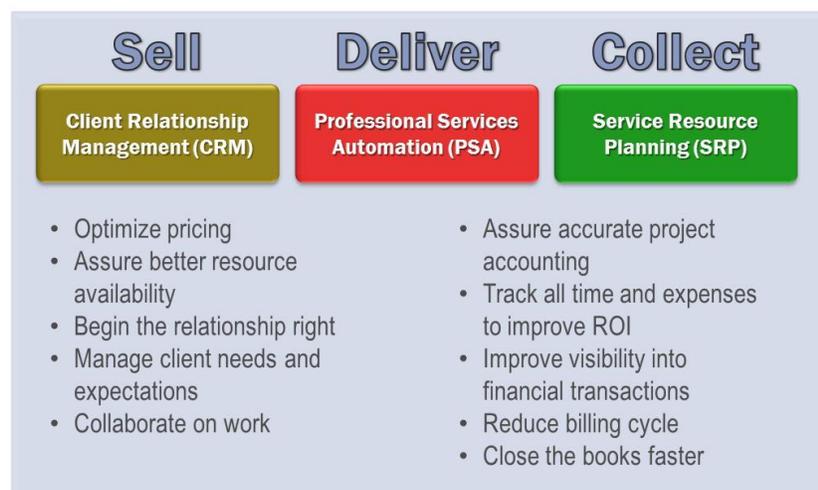
**ERP/CRM/PSA Integration is Mandatory**

In professional services organizations, SPI Research discovered ERP (financial management) is the number one solution used by virtually every PSO with over 30 employees. Second is client relationship management (CRM), with approximately 90% of the organizations surveyed using it. PSA is the third-most prevalent solution, with approximately 80% using it. Unfortunately, in many cases the PSA application is not integrated with the selling (CRM) and accounting (ERP) processes.

PSA is at the center of the service resource planning and management process, as it takes information obtained during the sales process (client information, project information, deliverables, potential resources, etc.) and begins the initiation of project or service delivery. As work is completed against the project plan, information is then passed over to the financial management solution (time, expense, percent complete, etc.) so that finance can accurately forecast, invoice and collect.

PSA, integrated with the core financial management solution and client relationship management, completes the sell-deliver-collect cycle (Figure 3).

**Figure 3: CRM/PSA/SRP Integration benefits**



Source: Service Performance Insight, September 2012



**Table 3: PSA Maturity Drives Performance Improvements**

Key Performance Indicator (KPI)	No PSA	Non-Int. PSA	Partial Int. PSA	Integrated PSA
Number of PSOs in sample	96	144	98	113
% of Employees Billable or Chargeable	67.1%	69.3%	74.8%	74.6%
Deal Pipeline Relative to Qtr. Bookings Forecast	199%	208%	213%	218%
Projects Delivered On-time	73.4%	76.0%	76.5%	77.1%
Annual Revenue per Billable Consultant (k)	\$183	\$206	\$210	\$225
Annual Revenue per Employee (k)	\$160	\$176	\$181	\$190
Quarterly Avg. Revenue Forecasting Variance	13.4%	12.9%	10.2%	10.5%
Revenue Leakage	5.0%	4.6%	4.3%	4.2%
Executive real-time wide visibility (1-5 scale)	2.83	3.17	3.24	3.72

Source: Service Performance Insight, September 2012

### **FINANCIALFORCE – CLOUD-BASED SERVICE & FINANCIAL MANAGEMENT**

“FinancialForce.com has been vital in supporting us through our extraordinary growth.”

- *Steve Cakebread, CFO, Pandora Media, Inc.*

“FinancialForce PSA has positioned Concur’s Global Professional Services team for rapid growth and needed scale.”

- *Steve Young, Senior VP Implementation Services, Concur*

“FinancialForce PSA has helped HumanConcepts move our Professional Services organization from a country-specific team to a global team. Many features, such as time-tracking, billing, and project notes are helping us to effectively communicate the current project status to the executive team, track projects running over budget, and keep our sales team aware of progress and issues encountered. Next, we are looking to PSA to help us manage resource allocation based on current utilization and up-coming sales opportunities.”

- *Peter Robson, Professional Services Manager, HumanConcepts*

FinancialForce has emerged as a leading cloud-based provider of both core financial management (ERP/SRP) and PSA functionality built on the Force.com platform. The platform allows for easy integration with other core professional services business solutions (CRM, BI, HCM, etc.). Its cloud heritage enables PSOs to effectively collaborate in the cloud, meaning all critical parties (project management, team members,

partners and clients – as well as other departments that monitor project status) can efficiently and effectively work to ensure project success.

FinancialForce includes process-based capabilities to more efficiently deliver services, some of which include:

- Δ **Lead to Reorder** - sales including customer portfolio, knowledge, and performance management;
- Δ **Bench to Billable** - track resource schedule, backlog, and capacity along with tools to adjust for on-boarding and utilization targets to provide metrics that matter across your business regions, practices, and groups;
- Δ **Scope to Delivery** - project management including integrated load balancing, project portfolio management, IP knowledge management, and project performance management; and
- Δ **Order to Cash** - financial transactions including pipeline and forecasting, integrated timecard and expense, integrated billing and financial performance management.

FinancialForce PSA takes a customer-centric approach that starts with opportunities and progresses through the hand-off to services, through project delivery, billing and cash collection. Every individual working on a project has his or her unique role-based access, allowing them to complete their assigned work, while sharing relevant information with others assigned to the project. This collaborative view into the project gives everyone working the project, regardless of their physical location, the ability to collaborate and share information.

Figure 5: FinancialForce PSA – Project Portfolio Dashboard

Action	Schedule	Scope	Financials	Account	Project Name	Project Manager	Region	Practice	Start Date	End Date	Billable
Edt   Del	🟢	🟢	🔴	University of Arizona	Student Portal Develop	Steve Phillips	United States	Cloud Development	6/12/2010	6/30/2011	✓
Edt   Del	🟢	🟢	🟢	University of Arizona	Student Portal Develop	Todd Bursaw	United States	Cloud Development	6/12/2010	9/30/2010	✓
Edt   Del	🟢	🟢	🟢	Burlington Textiles Co	Single Sign-on Wrapp	Steve Phillips	United States	Cloud Development	1/4/2010	2/15/2010	✓
Edt   Del	🟢	🟢	🟢	Burlington Textiles Co	Customer Kiosk-Proje	Steve Phillips	United States	Cloud Development	4/12/2010	6/30/2010	✓
Edt   Del	🟢	🟢	🟢	GenePoint	Reference DB-Proje	Steve Phillips	United States	Cloud Development	10/12/2010	7/31/2011	✓
Edt   Del	🟢	🟢	🟢	University of Arizona	University of AZ Portal	Todd Bursaw	United States	Cloud Development	4/12/2010	5/31/2010	✓
Edt   Del	🟢	🟢	🟢	Singapore Power	Facebook Integration	Tilash Bardhan	United States	Cloud Development	5/12/2010	5/31/2010	✓
Edt   Del	🟢	🟢	🟢	Edes Communication	Edes SLA-Proje	Joe Lamer	Japan	PSI Implementation	7/12/2010	12/31/2010	✓
Edt   Del	🟢	🟢	🟢	Edes Communication	AsioTelephony-Proje	Joe Lamer	Japan	PSI Implementation	7/12/2010	10/31/2010	✓
Edt   Del	🟢	🟢	🟢	Edes Communication	Google Apps Implem	Kevin Roberts	United Kingdom	Google Implementation	6/12/2010	11/15/2010	✓
Edt   Del	🟢	🟢	🟢	Hummingbird Inc.	Single Sign-On Servic	Todd Bursaw	United States	Cloud Development	8/9/2010	12/31/2010	✓
Edt   Del	🟢	🟢	🟢	CER Inc.	CER Project	Francisco Narganes	United States	Cloud Development	6/25/2010	7/31/2010	✓
Edt   Del	🟢	🟢	🟢		MSP Integration Proje	Steve Phillips	United States		8/23/2010	8/27/2010	✓
Edt   Del	🟢	🟢	🔴	GenePoint	Custom Opp-Proje	Steve Phillips	United States	Cloud Development	7/5/2010	8/31/2010	✓
Edt   Del	🟢	🟢	🟢	Biofitree LLC	New Services End-Pir	Steve Phillips	United States	Cloud Development	8/4/2010	8/31/2010	✓
Edt   Del	🟢	🟢	🟢	Hummingbird Inc.	Hubod Sales Tech Pir	Steve Phillips	United States		8/12/2010	8/24/2010	✓
Edt   Del	🟢	🟢	🟢	GenePoint	Offshore Opp-Proje	Steve Phillips	United States	Cloud Development	8/30/2010	9/30/2010	✓
Edt   Del	🟢	🟢	🟢	University of Arizona	New KT Svcs Opp-Pro	Joe Lamer	United States	Cloud Development	9/13/2010		✓
Edt   Del	🟢	🟢	🟢	GenePoint	KT Opp-Proje	Steve Phillips	United States	Cloud Development	9/20/2010	12/31/2010	✓
Edt   Del	🟢	🟢	🟢	GenePoint	TRB - 750 Seats of FF	Steve Phillips	United States		9/12/2010	9/30/2010	✓

Source: Service Performance Insight, September 2012

The cost savings compared to in-person or email-based project collaboration can be enormous. Every individual assigned to the project possesses real-time project information and status so they can efficiently complete work.

## CONCLUSIONS

The economy is finally starting to improve. Growth in the 21st century will be propelled by a technology-enabled knowledge and project-based workforce. The professional services market is driving this new era by providing critical skills and competencies to accelerate technology assimilation; with new strategies and streamlined processes that help clients tease out ever-increasing levels of productivity. However, there is no “magic bullet” that will help PSOs improve their own performance. As stated earlier in this white paper, for PSOs to succeed they need:

- Δ combination of thought leadership,
- Δ superior personnel,
- Δ efficient business processes, and
- Δ excellent client skills.

Information technology has and will continue to provide the foundation for PSOs to more efficiently and effectively manage growth. SPI's analysis has shown every firm with over 30 employees is already using a financial management solution. And most already use some type of application for CRM and PSA to sell and deliver services. Unfortunately, these three critical business applications have been implemented in silos, limiting the potential for real-time visibility and improvement across the PSO.

PSA solutions support the heart of professional services, the bid-to-bill process. They help drive both productivity and profitability in PSOs, as well as improve levels of predictably and client satisfaction. Use of PSA drives project profit margins, which in turn drive organizational profitability. To optimize PSA it must share information with sales (CRM) and accounting (SRP). This information collaboration requires integration of these core applications so individuals at all levels of the organization can better plan, monitor and control operations, resulting in increased organizational performance.

### About Service Performance Insight

**Jeanne Urich**, Service Performance Insight Managing Director, is a renowned author, speaker and thought leader focused on the global service economy. She is a trusted advisor and transformative and operational change consultant to senior executives of leading services organizations, helping them navigate the journey from business-as-usual to business-as-exceptional.



Prior to co-founding Service Performance Insight she was a corporate officer and leader of the worldwide service organizations of Vignette, Blue Martini and Clarify, responsible for leading the growth of their professional services, education, account management and alliances organizations.

She is the co-author of the ground breaking Professional Service Maturity Model™ benchmark used by over 5,000 project-oriented organizations to diagnose and improve their performance. She is a featured speaker and author for major software solution providers and industry associations.

She has a Bachelor's Degree (Magna Cum Laude and Phi Beta Kappa) in Math and Computer Science from Vanderbilt University. She is a contributing author of *Tips from the Trenches: the Collective Wisdom of over 100 Professional Service Leaders*. Contact Jeanne at [jeanne.urich@spiresearch.com](mailto:jeanne.urich@spiresearch.com) Phone (650) 342-4690.

**R. David Hofferberth, PE**, Service Performance Insight Managing Director, has over 25 years' experience in information technology (IT) serving as an industry analyst, product director and consultant. Hofferberth's research is focused on the services economy, and in particular, on white-collar productivity issues and the technologies that help people perform at their highest capacity.



Hofferberth's background is extensive in services performance beginning in the early 1980s, where he conducted studies on white-collar productivity in the banking, technology, energy and construction sectors. In 1999 he introduced to the market the solution area now known as Professional Services Automation (PSA), when he published the seminal report: *Professional Services Automation: Increasing Efficiencies and Profitability in Professional Services Organizations*.

Prior to founding Service Performance Insight he was a Senior Director at Oracle and Aberdeen Group. Hofferberth earned an MBA from Duke University and a BS in Industrial Engineering from the University of Tennessee. He is also a licensed Professional Engineer (PE). Contact Dave at [david.hofferberth@spiresearch.com](mailto:david.hofferberth@spiresearch.com) Phone: (513) 759-5443.

**Carey Bettencourt**, Service Performance Insight Managing Director is a management consultant who specializes in improvement and transformation for project-driven professional service organizations. She is an experienced change management leader, expert in helping clients develop high performing teams that deliver increased utilization, profit and customer satisfaction. Carey also helps PS organizations identify, clarify, and create integrated communication, marketing, and product offerings that drive market differentiation and increased sales.



Carey has over 20 years domestic and international experience with leading software companies. She was a corporate officer and the senior vice president of the customer solutions organization at Accruent, the top-ranked professional services organization for three consecutive years according to the SPI Research Maturity benchmark. Carey was also a vice president at software firms ChannelPoint and Vroom Technologies responsible for professional services, education, support, strategic alliances, and hosting services. She previously held consulting practice, business development, and strategic alliance leadership roles at Oracle and J.D. Edwards.

Carey earned a Bachelor of Arts in Economics from UC Berkeley and an MBA from Pepperdine University. Contact [carey.bettencourt@spiresearch.com](mailto:carey.bettencourt@spiresearch.com)

**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 5,000 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](http://www.SPiresearch.com) for more information on Service Performance Insight, LLC.