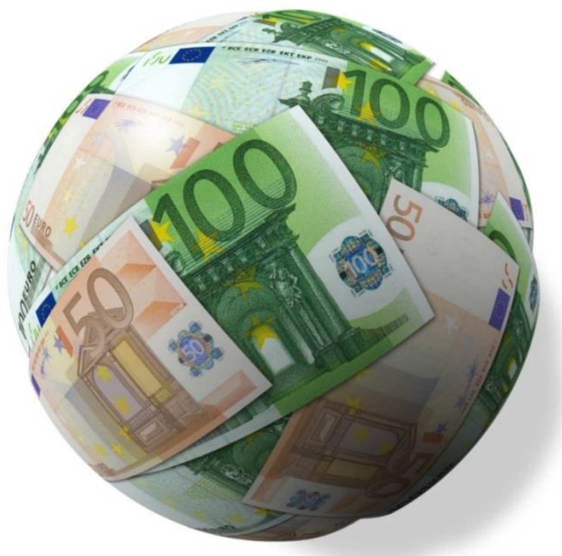
Service Performance Insight, LLC

Accelerating Productivity and Profit through Effective Planning



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Introduction

An effective planning and budgeting process that enlists and enfranchises the collective intelligence and vision of the firm is the most powerful tool in the executive handbook. The best performing organizations have moved from reactive to proactive planning. Real-time visibility and analysis have transformed decision-making from tactical to strategic. With the assistance of powerful tools like solutions Adaptive Insights offers, planning does not have to be a dreaded once-a-year, laborious process. It can become a fluid, collaborative, all-year-long process that facilitates input and cooperation across all functions and levels. With the right tools, managers at all levels are empowered to analyze business performance, conduct their own root cause analysis and take immediate action before it is too late.

Service Performance Insight (SPI) has extended its industry-leading Professional Service Maturity Model™ to focus on advancing maturity in planning and budgeting. The Planning and Budgeting Maturity Model™ provides a view of the transformational power of shifting planning from reactive, heroic and painful to become a core competence leading to renewal and growth. The Professional Services Maturity Model™ is designed to help service and project-driven organizations understand their relative performance compared to an expansive benchmark of peers. It provides visibility into critical business processes and key performance measurements so organizations can compare, diagnose and improve their own execution.

SPI provides a framework for evaluation, comparison and advancement of planning and budgeting processes and systems. The model allows firms to pinpoint and assess their current performance. It also provides metrics and prescriptive advice so organizations can visualize the steps required to advance to the next maturity level, with quantifiable benefits of improvement.

Powerful cloud-based Corporate Performance Management (CPM) applications like the Adaptive Suite have emerged to streamline and automate planning and budgeting, eliminating painful, endless, rounds of spreadsheet-based dickering. This whitepaper provides insight into how successful firms are using the planning process as a catalyst for growth by gaining actionable insights from their planning process. The bottom line is the right planning tools have become imperative for sustained performance.

Symptoms that planning has become a necessary evil

Each year organizations should devote time to reenergizing their vision and strategies as they plan the upcoming year's business. The business planning process can be a valuable catalyst for growth and profit. Enlightened firms use the planning process to sharpen vision; align leadership; reevaluate and improve go to market and sales strategies; discuss new and better ways to motivate the workforce and streamline processes and systems.

For many people-based organizations, annual planning has become an empty ritual. Firms often waste too much time and energy reliving past failures instead of exploring new avenues for growth. Done right, instead of a necessary evil, business planning can open up fresh new ideas and facilitate playing to strengths rather than shoring up weaknesses. The best-of-the-best project and service-focused organizations each year find new and better ways to do the things they love to do…. and are especially good at….while minimizing the hassles and tedium of repeating the things that hold them back or waste precious time and resources.

Before embarking on a planning and budgeting exercise, SPI has explored some of the reasons why organizations fail to deliver their desired results. Our experience has shown that when things go wrong, it most often starts at the top and then cascades downward throughout the organization, ultimately showing up in lackluster financial performance with poor predictability. Eliminating the root causes of dysfunction and inefficiency goes a long way toward driving organizational success. Common issues:

- ∆ ***Unclear strategy*** – lack of clarity around target markets, target clients and why we win. Inability to capitalize on market opportunities due to lack of alignment, lack of employee engagement or leadership and cultural issues. No leverage to drive repeat sales, limited competitive differentiation, poor sales and marketing execution.

- ∆ ***Lack of alignment –*** unclear service charters – particularly a problem for embedded service organizations – with conflict between driving revenue and margin versus helping the overall company achieve its objectives of market expansion and client delight.

- ∆ ***Silos*** – exist in all companies – they usually occur in the choppy waters between groups or functions where responsibility and accountability are blurry. A classic example… who is responsible for driving new service revenues – is it sales or delivery? How can disconnected processes and poor handoffs be improved?

- ∆ ***Reactive not proactive*** – planning is seen as a necessary evil with finance-imposed tops down targets combined with grudging business unit participation. The planning process itself is either overly burdensome with endless rounds of manual spreadsheet inputs or chaotic and reactive. Managers have no ability to analyze and recalibrate to take advantage of changing market conditions leading to missed targets and a demoralized workforce.

- ∆ ***Rearview mirror instead of focused on best growth alternatives*** – because the planning process is reactive and manual, business unit leaders and finance executives must rely on past business performance rather than being able to spot trends and take advantage of them in real-time. Business units are often working from stale data from disparate systems and tools.

- ∆ ***Poor financial performance*** – All of the above factors – lack of strategic clarity, poor alignment, silos, and of out-of-date information contribute to reactive, rearview mirror business forecasting and planning. The net result is revenue and margin below targets, poor forecasting accuracy, unpredictability and high levels of risk.

Introducing the Planning and Budgeting Maturity Model™

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. Over the past eight years over 1,500 service and project-based organizations have participated in the development of the PS Maturity Model™ by completing comprehensive benchmark surveys which correlate system and process maturity with financial results across 200 key performance measurements.

Maturity level definitions:

- Level 1 – Initiated – Ad hoc, opportunistic, heroic and reactive
- Level 2 – Piloted – Starting to pilot new systems, tools and processes
- Level 3 – Deployed - Basic tools and processes are in place for effective planning and budgeting
- Level 4 – Institutionalized – Effective planning and budgeting has become a way of life
- Level 5 – Optimized – People, processes and systems are fully optimized to make planning and budgeting a powerful catalyst for alignment and growth

The PS maturity level definitions allow project-oriented organizations to discover areas where they are underperforming compared to their peers. SPI's research has shown a direct correlation between advancing business process maturity, superlative financial performance and the effective use of business applications including Corporate Performance Management systems.

Table 1: Planning and Budgeting Maturity Model™

	Level 1	Level 2	Level 3	Level 4	Level 5
	Ad Hoc, Opportunistic, Heroic and Reactive	**Piloted, Experimental, Pockets of Excellence**	**Deployed, Basics in Place for All Key Elements**	**Institutionalized, in the Company DNA / Fabric**	**Visionary, Agile, Innovative, Continuous Renewal and Improvement**
People	Budgeting and planning is considered a necessary evil. Tops down, reactive, silo'ed. Business ignores targets, no feedback processes or ability to modify based on changes. **Limited commitment and accountability.**	Starting to see the need to incorporate business units in planning and budgeting. Finance-driven**. Discrete functions starting to collaborate, participate and take accountability for planning.**	Starting to align corporate vision and strategy to business planning. Goals and measurements in alignment. Real-time measurements and controls. **Business is accountable for planning, goal setting and achievement.**	Budgeting and planning becomes a core competence – driving critical business decisions, goals and growth. Collaborative, business-driven. **Business is committed to planning and achievement.**	Budgeting and planning is fully automated & reflects & capitalizes on changing market dynamics. Fluid, flexible, collaborative based on fact-based decisions. Able to spot trends in real-time. **Business is enfranchised.**
Processes	Planning is a painful nuisance. No consistent budgeting and planning processes. **Ad hoc, reactive.**	Planning is reactive but tolerated. Starting to align business processes, systems, measurements and controls. **Piloting streamlined processes. Pockets of excellence**	Planning has become a powerful catalyst to drive alignment and growth. **Proactive, integrated planning process incorporates & consolidates real-time information**.	Planning process has become core to driving strategy, alignment and collaboration across the business. **Optimized systems, tools, processes.**	Fully automated global planning and budgeting process, systems and tools continually monitor, measure and take advantage of shifting business priorities.

	Level 1	Level 2	Level 3	Level 4	Level 5
Systems	Budgeting and planning by spreadsheet. Manual, inconsistent, error prone. Limited investment in systems and tools. **Reactive, rearview mirror.**	Starting to invest in systems for major processes – ERP, CRM and PSA. Piloting CPM applications. **IT and Finance-centric.**	Fully integrated information infrastructure including CPM applications for budgeting, planning and performance management. **Business centric.**	Fully integrated and optimized information infrastructure with powerful, easy-to-use management tools. **Mobile, agile**.	Global, integrated, optimized information infrastructure provides high levels of management visibility and control. Able to capitalize on emerging trends. **Optimized.**

Source: Service Performance Insight, December 2014

Firms with advanced service planning processes were able to improve net profit threefold from 8.8% to 26.1%, while margin target attainment rose from 83.6% to 102.9%.

According to SPI's survey of 238 project and service-oriented organizations, each firm was asked to rate the effectiveness of their finance and operations processes. The impactful results from advancing financial maturity are shown in Table 2.

Table 2: Finance and Operations Maturity (1 to 5 scale with 5 = best)

	Initiated Level 1	Piloted Level 2	Deployed Level 3	Institution. Level 4	Optimized Level 5
Number of firms in survey operating at each level	**56.9%**	**14.7%**	**10.8%**	**10.8%**	**6.9%**
Organizational view of the effectiveness of service planning, budgeting and forecasting (1 to 5 scale)	1.72	1.73	2.64	3.00	3.14
Metrics and measurements in place (1 to 5 scale)	1.71	1.47	2.36	2.55	3.57
Management controls (1 to 5 scale)	1.67	1.87	2.36	2.73	3.57
Annual revenue per billable consultant (k)	$151	$253	$236	$277	$275
Annual revenue per employee (k)	$122	$188	$198	$239	$254
Percent of annual revenue target achieved	89.5%	97.0%	98.6%	110.0%	97.9%
Percent of annual margin target achieved	83.6%	93.7%	91.4%	101.8%	102.9%
EBITDA %	**8.8%**	**14.7%**	**16.6%**	**23.3%**	**26.1%**

Source: Service Performance Insight, December 2014

Measuring the Impact of Effective Planning and Budgeting

Based on PS Maturity Model™ benchmark analysis, the best-of-the- best organizations are effective at business planning. A sound, fact-based business strategy and financial plan is a powerful vehicle for driving business performance. Properly architected, the planning process itself provides a catalyst for open dialogue and explorations of best growth alternatives, which in turn provide a foundation for lasting business performance.

As planning moves from reactive to strategic, revenue per consultant improves from $188K to $244K while EBITDA (net profit) improves from 11.3% to 18.1%.

Creating an effective and collaborative planning process is, in itself, a difficult undertaking. Many firms are struggling to do this because planning crosses over traditional functional boundaries and requires both cooperation and change. Getting all of the constituent groups – finance, professional services, sales, marketing and product management - on the same page is a crucial, but daunting task.

A successful planning initiative requires significant leadership, organizational commitment and change management, supported by business-centric planning tools and measurements that consistently provide insight and analysis. Service Performance Insight believes that the following are critical success factors for instantiating and sustaining successful business planning:

- Articulated and well-understood services strategy;
- Active executive sponsorship;
- Growth-oriented, market-driven focus;
- Global, consistent, collaborative planning process;
- Cross-functional participation; and
- Powerful, automated business planning systems and tools.

Organizations were asked the rate the effectiveness of their service planning, budgeting and forecasting methods and tools. Table 3 shows significant improvement in all aspects of the business as planning moves from reactive, manual and ad hoc to planning as a strategic component of the annual budgeting process leading to opening up new growth avenues.

Table 3: Measuring the impact of effective planning, budgeting and forecasting

Service planning, budgeting and forecasting	Annual Revenue (k)		Percent. Achieved		EBITDA
	Per Consult.	All Emp.	Revenue	Margin	
Reactive, manual, ad hoc	$202	$165	93.9%	89.2%	11.3%
Some financial planning and budgeting	188	154	90.9%	86.0%	13.2%
Planning consistently incorporates historic and current service costs, revenue and profit	211	164	98.9%	96.1%	15.8%
Planning provides real-time visibility and a consistent view and analysis of global service costs, revenue and profit	208	167	101.7%	95.0%	15.8%
Service planning is a strategic component of the annual budgeting process opening up new growth avenues	244	206	110.0%	100.6%	18.1%
Total / Average	**$199**	**$163**	**94.5%**	**89.4%**	**13.4%**

Source: Service Performance Insight, December 2014

Why Cloud-based Corporate Performance Management Applications are Imperative for Improved Performance

"With Adaptive Planning we have visibility to thousands of projects across 37 geographical locations and 140 unique reporting rollups. Rather than spending weeks of time trying to develop budgeting and forecasting reports in Excel, we can run reports in Adaptive Planning in a matter of minutes." – Michael Baker

Powerful cloud-based Corporate Performance Management (CPM) solutions have emerged to automate and enhance all aspects of planning, budgeting, forecasting, financial performance management and trend analysis for both costs and revenue. These applications integrate with core accounting (ERP), Client Relationship Management (CRM) and Professional Services Automation (PSA) solutions to help organizations consolidate a single view of corporate performance. These applications also provide workflow to automate business planning and forecasting along with support for strategic planning and modeling processes combined with management dashboards and reporting and analysis tools.

In today's hyper-competitive service economy sound financial planning has become a business imperative. Successful organizations can no longer run the business with a lack of alignment between the business and people strategy, supported by management-friendly planning tools and congruent goals and measurements.

Business intelligence and analytics provide the secret sauce for effective planning. Now easy-to-use, intuitive, cloud-based CPM solutions have started to revolutionize planning for not only the largest organizations but they have also become affordable and accessible by small and mid-size firms. This new generation of applications incorporates powerful planning methodologies into their workflow which eliminate the endless cycle of disconnected spreadsheet inputs. These systems are constantly updated with real-time business performance information, providing one source of the truth for planning, budgeting, forecasting and analysis.

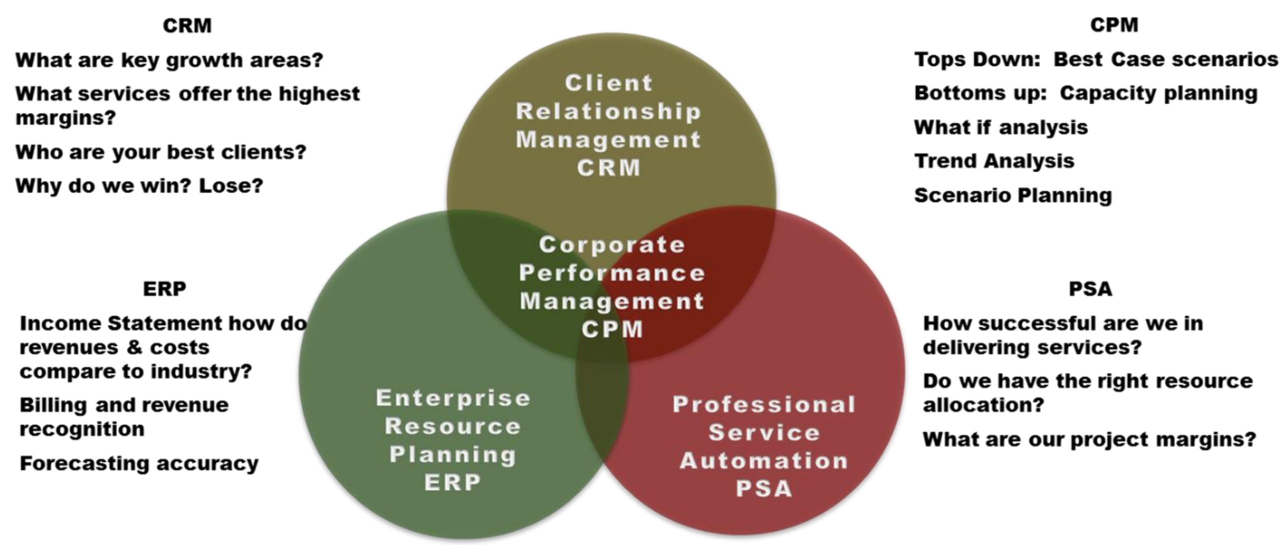
Another benefit of native cloud applications is their support and incorporation of mobile, making planning and financial information available to on-the-go managers around the globe. The new world of virtual planning and budgeting means managers always have access to the latest information, eliminating the pain of out-of-date spreadsheets and endless budget meetings. These applications support user-friendly, graphical interfaces and reporting tools making them attractive to business users who can perform their own "what-if" scenario planning without having to wait for financial analyst support.

Information drives effective planning

For the best-of-the-best service organizations, the annual rite of business planning has been replaced by collaborative year-round access to meaningful business performance information. The annual business planning process itself has become an opportunity for strategic analysis of what worked and didn't work rather than disagreements around data accuracy. Corporate Performance Management applications consolidate important business information from the many systems used by service-oriented organizations offering real-time trend analysis as well as the opportunity to visualize the impact of changes and perform "what-if" scenario planning.

Almost every professional service organization with more than 10 employees uses some type of financial management solution (Enterprise Resource Planning, or ERP). ERP in combination with CPM enables PS executives to analyze critical key performance measurements to determine areas of success, as well as those areas requiring improvement. There are also other important solutions PSOs should leverage in the planning process. They include Client Relationship Management (CRM) and Professional Services Automation (PSA). Both CRM and PSA provide the information necessary to show leaders revenue and profitability by the types of services sold, geographic regions, clients and practice areas.

Figure 1: Corporate Performance Management-driven Business Planning



Source: Service Performance Insight

Ideally, a Corporate Performance Management system sits atop these core business applications to integrate and consolidate a global view of financial performance to ensure critical information is collaboratively shared by all. For instance, the intersection of CRM and HCM (Human Capital Management) shows services sold, which helps with staffing requirements, the integration of HCM workforce information with PSA project and resource information provides insight to in-demand skills and resource workload and costs, depicting the gaps where skills are not available. The intersection of PSA and ERP provides project profitability estimates which can then be tied to CRM to show which services are the most profitable and should therefore be accentuated.

CPM improves visibility into core professional services assets — the people, processes and capital used to complete work. SPI Research believes that comprehensive real-time visibility is only attained through application integration. In other words, Corporate Performance Management applications provide visibility into information from different departments and functions, so that executives and

other critical employees have a more complete picture of operations, and therefore can make better decisions as part of the annual business plan, while updating them as conditions change over the course of the year.

In order to demonstrate the value of Corporate Performance Management solutions integrated with departmental solutions and the core financial management solution, SPI Research has provided some of the key performance measurements in terms of how CPM impacts performance in the following sections.

CPM ensures goals and measurements are in alignment

Service Performance Insight asked "Are goals and measurements in alignment?" Alignment speaks to a clearly articulated strategy with goals and measurements reinforcing the organization's purpose and stimulating action.

Table 4: Measuring the impact of goals and measurement in alignment

Goal and measurements in alignment	Survey %	Real-time Visibility	Billable Utilization	% of emp. billable	Quarterly revenue target in backlog
1 – Not much	4.3%	2.50	57.2%	52.0%	33.3%
2	6.8%	3.46	60.0%	65.6%	36.0%
3	23.4%	3.38	70.2%	67.7%	44.1%
4	42.6%	3.43	71.1%	73.5%	46.3%
5 – Very much	23.0%	4.16	71.3%	75.4%	48.5%
Total/Average	**100.0%**	**3.57**	**69.6%**	**71.1%**	**45.0%**

Source: Service Performance Insight, December 2014

Alignment or lack of alignment has a significant impact on bottom-line performance. Lack of alignment emanates from a lack of clarity and conflicting or too many priorities. It is characterized by low levels of employee engagement and functional silos or factions. The highest performing organizations exhibit clarity of purpose and alignment around a succinct set of core values and initiatives. Effective CPM systems that perpetually portray and adapt to changing business circumstances in combination with effective measurements and compensation reinforce those values, linking strategy to execution.

CPM improves revenue target attainment

The annual revenue target achieved is the percentage of the annual revenue goal that is attained. Service and project-oriented organizations must create detailed annual business plans. Table 5 depicts how accurate or inaccurate organizations are in business planning and execution. If the organization does not meet its annual revenue target it is a sure bet that the annual margin or profit target will be missed as well as most organizations plan expenses based on their revenue projections. On the other hand, if the organization exceeds its revenue projections by a wide margin this results in quality issues, staff burnout and potentially client satisfaction issues because the organization is understaffed to meet demand.

The effective use of Corporate Performance Management applications is directly tied to annual revenue target attainment as these systems enhance the planning process while improving visibility into past and future revenue forecasts. Particularly in service-oriented organizations, a delicate balance between demand and supply must be maintained to ensure the right projects are sold to the right type of clients and they are quickly staffed with the right resources with the right skills to effectively deliver the project.

Table 5: Measuring the Impact of annual revenue target attainment

Percentage of annual revenue target achieved	Survey Percent	Revenue Growth	Ann. Margin Target Achieve.	EBITDA
Under 80%	20.4%	2.4%	74.2%	**8.9%**
80% - 90%	29.4%	8.9%	83.6%	**8.2%**
90% - 100%	28.4%	10.0%	94.4%	**14.7%**
100% - 110%	17.1%	16.3%	99.2%	**10.4%**
Over 110%	4.7%	25.3%	105.6%	**18.9%**
Total/Average	**100.0%**	**9.9%**	**88.5%**	**11.1%**

Source: Service Performance Insight, December 2014

Table 5 shows there is a direct correlation between achieving revenue targets, revenue growth and profitability. PSOs that exceeded their revenue goals produced significantly higher margins. Of course there is a strong positive correlation between meeting annual revenue targets and profitability, assuming revenue and profit targets are set appropriately. SPI Research also found organizations who achieved their revenue targets had lower attrition rates, reflecting financial stability and the organization's ability to reward performance and reinvest in the business.

CPM drives real-time information visibility

Service Performance Insight's research has shown that real-time information visibility is one of the most important ingredients in improving organizational performance. SPI Research asked survey respondents whether their executives had real-time visibility into all business activities (sales, service, marketing, finance, etc.).

Table 6: Measuring the impact of real-time visibility

Real-Time Visibility	Survey Percent	New Client % of revenue	Utilization	On-Time Delivery	Revenue / Consultant	Revenue / Employee
1 - None	**0.6%**	15.0%	40.0%	85.0%	N/A	N/A
2 – Minimal	**13.3%**	26.5%	69.0%	70.6%	$168K	$146K
3 – Some	**29.4%**	28.4%	69.3%	75.4%	$217K	$165K
4 – Much	**42.2%**	31.6%	73.7%	79.3%	$224K	$181K
5 - Complete	**14.4%**	39.4%	70.0%	82.1%	$204K	$174K
Total/Average	**100.0%**	**31.0%**	**71.1%**	**77.4%**	**$210K**	**$169K**

Source: Service Performance Insight, December 2014

The rewards are significant for organizations who have integrated systems and management dashboards that allow them to pinpoint issues and spot trends in real-time. Executives who have real-time visibility run companies that are much more profitable than those that are not. These results are particularly important during the project delivery phase, as more work is completed on time with higher billable utilization rates and at much higher margins.

Real-time visibility is a very important key performance measurement for professional services executives. As Table 6 shows, organizations that have comprehensive visibility into all aspects of the business can make the decisions necessary to grow and achieve high levels of profitability. And it is not for just those KPI's listed in this table, it is for a majority of the other indicators tracked by SPI Research as well.

Extended real-time visibility is only attained through application integration combined with the effective use of Corporate Performance Management systems. SPI Research uses the term "extended" to mean information that flows across departments and functions, so that executives and other employees have a more complete picture of operations, and can make quick, fact-based decisions. Without real-time visibility, decision-making can be subjective and reactive which hurts business performance. SPI Research believes these results help organizations justify expenditures in CPM to provide the systems and tools they need to visualize, plan, monitor and control the business.

Adaptive Insights

The **Adaptive Suite** includes unified planning, reporting and consolidation solutions "in the cloud" with built-in analytics, web and mobile access.

Adaptive Planning: Provides comprehensive budgeting, planning, and forecasting that reduces cycle times by up to 90%. The intuitive, "Excel-like" interface facilitates collaborative planning and rolling forecasts that enhance business unit input and interaction.

Adaptive Consolidation: Cuts the time and resources required to close the books and report performance. The real-time consolidation engine drives journal entry management, intercompany eliminations, and account reclassifications, creating a collaborative close process, virtually, in the cloud.

Adaptive Discovery: Provides visual insights into financial, sales, and operational performance. Intuitive dashboards, interactive scorecards, and what-if modeling make it easy for every business user to analyze results and trends.

Adaptive Reporting: Provides comprehensive financial, management, board and transactional reporting, through an easy to use drag-and-drop report builder. Business users are able to generate their own reports without analyst and statistician support.

Adaptive Integration: Integrates on-premise and cloud applications to the Adaptive Suite through a comprehensive array of prebuilt connectors to leading ERP, CRM, and proprietary and data warehouse sources, making it easier than ever before to turn data to insight.

Adaptive provides flexible modeling capabilities that can be customized for any organization's needs – from headcount planning by country with different payroll tax structures to revenue planning, accounting for deferred and percent-complete revenue streams in the forecast – providing a single version of the truth to drive better decision making.

Conclusions and recommendations

An effective planning and budgeting process that enlists and enfranchises the collective intelligence and vision of the firm is the most powerful tool in the executive handbook. The best performing organizations have moved from reactive to proactive planning. Real-time visibility and analysis has transformed decision-making from tactical to strategic. With the assistance of powerful tools like Adaptive Insights, planning does not have to be a dreaded once-a-year, tops-down process. It can become a fluid, collaborative, all-year-long process that facilitates input and cooperation across all functions and levels. With the right tools, managers at all levels are empowered to analyze business performance, conduct their own root cause analysis and take immediate action before it is too late.

In people-based organizations planning is an essential component of running the business. A delicate balance between demand and supply must be maintained at all times to ensure resources are optimally deployed. Capacity planning is a vital component of running the business with the ability to perform "what-if" analysis based on various planning scenarios. Until recently service and project-oriented organizations were forced to rely on error-prone spreadsheets which, by their nature, are out-of-date, inaccurate and time-intensive. Now cloud-based tools have made real-time visibility with proactive planning possible.

> *"Users are always logging in to Adaptive and making changes, so we really have a rolling forecast that is updated every day. There used to be ambiguity about whether certain things were adding value – now we're sure, and can quantify it."* ***– Doe Run***

For the best-of-the-best firms, planning and budgeting are used to transform and enlighten the organization, highlighting past successes and new growth opportunities. Done right, business planning becomes a powerful catalyst for change and renewal, an opportunity to revisit and fine tune strategies to take advantage of changing market conditions. It is a chance for executives to meet to discuss the possibilities that lie ahead and to work to eliminate issues which drag down performance.

Corporate Performance Management system investment provides firms a much better chance of harnessing the collective knowledge and wisdom of business managers to move forward successfully. It is critical the executive team take advantage of information resources to gain a quantitative insight into performance, as well as listening to the opinions of team members to gain qualitative insight. The availability of powerful, cloud-based planning and analysis tools, like Adaptive Insights have transformed planning into a powerful catalyst for sustained business 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 has a Bachelor's Degree (Magna Cum Laude and Phi Beta Kappa) in Math and Computer Science from Vanderbilt University. She is co-author of the ground-breaking 2014 benchmark "The Professional Service Maturity Model™ Benchmark" www.spiresearch.com

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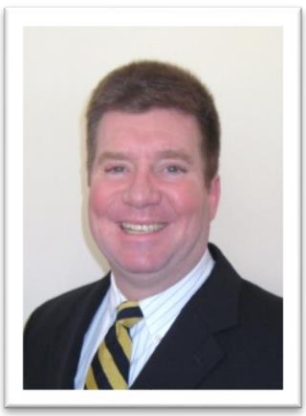

Dave Hofferberth, Service Performance Insight Managing Director has over 25 years' experience in information technology (IT) serving as an industry analyst, market consultant, and as a product director. Hofferberth is focused on the services economy, and in particular, on white-collar productivity issues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

Dave's background is extensive in services productivity beginning in the early 1980's. 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.*

Dave is a frequent speaker at key industry events on IT around the world and has provided advisory services to project- and services-driven organizations.

Dave 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).

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Service Performance Insight (SPI Research) is a globally-focused research and consulting firm specializing in business improvement and transformation for service oriented companies. SPI uses its industry standard Professional Services Maturity Model™ to help service organizations assess and prioritize their service improvement and transformation plans. The firm closely follows professional services organizations (PSOs), independent software vendors (ISVs) and other technology providers, analyzing how organizations best use technology to make their people more productive and profitable.

SPI Research pays particular attention to the integration of the three key assets of a PSO: its people, (business) processes and capital. SPI Research's annually published Professional Services Maturity Benchmark is used by over 10,000 companies to measure and improve their operations. For more information, visit www.SPIresearch.com and follow on Twitter at www.twitter.com/spiresearch.