

# Service Performance Insight, LLC

## Introducing the 2019 Best-of-the-Best Professional Services Organizations



*tquila* ANZ

March 2019



Service Performance Insight

[www.SPIresearch.com](http://www.SPIresearch.com)

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## Introducing the 2019 Best-of-the-Best

Based on results from the twelfth annual Professional Services Maturity™ benchmark survey, [SPI Research](#) has named the [2019 Best-of-the-Best](#) professional services organizations (PSOs). SPI's extensive annual survey, the [2019 PS Maturity™ Benchmark](#), revealed top performers are far more likely to deliver projects on-time to satisfied clients than average firms. The Best-of-the-Best delivered 88.2% of their projects on time compared to 76.3% for average firms.

This past year, the top 18 firms out of 622 organizations who participated in the survey, outperformed their peers and the benchmark average with not only more reference customers, but also significantly higher profits and superior revenue and headcount growth. The Best-of-the-Best grew revenues by 14.5% compared to 9.4% for average firms.

**The Best-of-the-Best excel across five critical service performance dimensions:** leadership, client relationships, human capital alignment, service execution, and finance and operations. The **Best-of-the-Best** recognition is significant because it measures PSOs not only on bottom line financial results such as profit margins but also on a breadth of leadership metrics to reveal exceptional, holistic performance. Each year SPI meets with leaders from the Best-of-the-Best PSOs to gain insight into what sets them apart and the best practices that drive their exemplary performance.

This white paper details the best practices of the leading service providers. It highlights results in each of the five Service Performance Pillars™ by comparing the **Best-of-the-Best** to all of the other organizations in the survey and offers suggestions on how to improve performance through the use of integrated front and back-office business applications.

**Table 1: Best-of-the-Best Performance Advantage**

Measurement	Top 18 Firms	All Others	Advantage
<b>EBITDA</b>	<b>26.5%</b>	<b>17.6%</b>	<b>51%</b>
Average revenue per project (k)	\$278	\$145	91%
Year over year revenue growth	14.5%	9.4%	54%
Year over year PS headcount growth	11.0%	7.5%	46%
Annual revenue per employee (k)	\$213	\$163	31%
Reference clients	84.0%	71.3%	18%
Projects delivered on-time	88.2%	76.3%	16%
Size of PS Organization (employees)	441	635	-30%

Source: SPI Research, March 2019

## Why Maturity Matters

SPI Research believes wide support for the PS Maturity™ model is due to its holistic approach to measuring performance. **Maturity is determined through alignment and focus both within and across functions.** For example, although financial measurements are of primary importance, they are equally weighted and correlated with leadership and sales and quality measurements to ensure organizations improve across all dimensions, not just in terms of financial performance. However, if the organization is profit-motivated (which most are), increasing maturity levels do show up in significant bottom-line profit. Figure 1 highlights major key performance measurements by maturity level and should alone be an important reason why PS executives should look deeper into using it to increase productivity and profit.

# 2019 Best-of-the-Best Professional Services Organizations

Figure 1: Professional Services Maturity™ Progression

	Level 1 Initiated	Level 2 Piloted	Level 3 Deployed	Level 4 Institutionalized	Level 5 Optimized
Confidence in PS leadership (5 pt. scale)	3.26	4.00	4.27	4.81	5.00
Year-over-year change in PS revenue	5.3%	9.1%	11.1%	14.0%	16.4%
Bid-to-win ratio (per 10 bids)	3.50	4.66	5.45	5.82	6.88
Deal pipeline relative to qtr. bookings forecast	110%	157%	196%	249%	309%
Employee billable utilization	56.7%	65.7%	76.0%	79.5%	87.4%
Projects delivered on-time	65.2%	75.1%	80.6%	83.9%	91.4%
Annual revenue per billable consultant (k)	\$74	\$160	\$219	\$268	\$296
Annual revenue per employee (k)	\$78	\$129	\$170	\$224	\$252
<b>Profit (EBITDA)</b>	<b>5.0%</b>	<b>8.3%</b>	<b>17.8%</b>	<b>21.8%</b>	<b>32.5%</b>

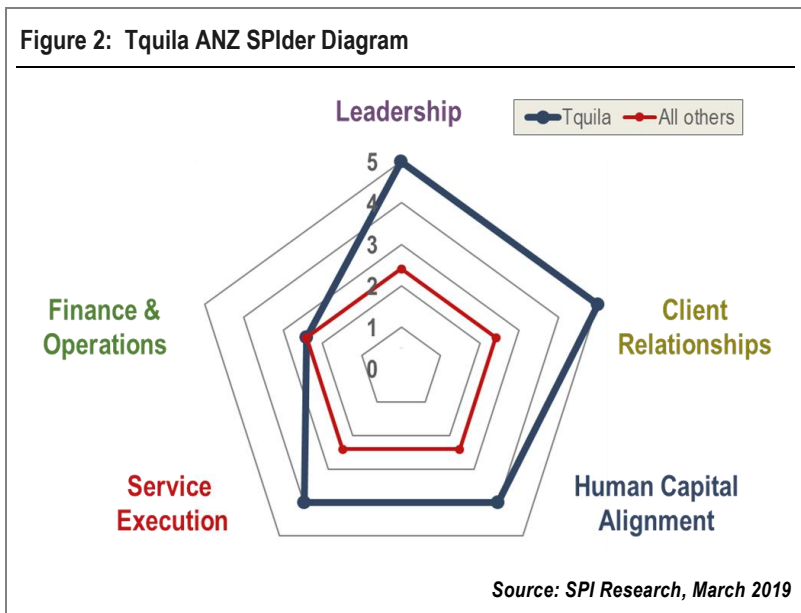
Source: SPI Research, March 2019

## Introducing one this year’s Best-of-the-Best – Tquila ANZ

SPI Research annually nominates the Top 5% of survey participants as “Best-of-the-Best” candidates. After a careful review and discussion with their lead service executives, 18 of the 30 nominees were selected to receive the “Best-of-the-Best” award in 2019.

One of the characteristics that differentiates this year’s top performers is the emphasis they place on building unique, employee-centered cultures. Whether it is parental leave for all employees or providing employee ownership or career opportunities regardless of gender, these firms have built collaborative cultures in which continuous growth and teamwork are prized. Their emphasis on building an open and ethical work environment manifests in low levels of attrition and high levels of employee satisfaction and referrals.

Figure 2: Tquila ANZ SPIDER Diagram



Source: SPI Research, March 2019

This year’s top performers are experiencing tremendous growth. A top challenge is maintaining their esprit de corps as they grow. To ensure their cultures of continuous learning are passed down to newcomers and the next generation of leaders, they have built strong consulting and leadership development programs, emphasizing and supporting accountability at all levels.

### SPI Interview with Jo Masters – CEO of Tquila ANZ

Tquila ANZ has one of the most talented Salesforce.com consulting teams in the region. Headquartered in Sydney, with teams in Brisbane, Queensland and Melbourne, Victoria, we have helped a multitude of companies define, develop, deploy and evolve their Salesforce investments.

*Please tell us about your firm's top accomplishments in 2018.*

2018 was an excellent year for Tquila ANZ as we continued to cement strong foundations for continued growth.

Summary of highlights:

- △ Salesforce Platinum Consulting Partner for third consecutive year
- △ 181 Salesforce Certifications across their entire cloud platform: Sales Cloud; Service Cloud; CPQ and Billing; Community Cloud; Marketing Cloud; Pardot Cloud; Einstein Analytics
- △ 200+ Projects delivered to our installed base which is now approaching 300
- △ 10 out of 10 Salesforce Customer Satisfaction Rating
- △ Impressive YoY Revenue growth – 70.52%
- △ Created and rolled out a Grad program to assist with the skills shortage in our market place and to improve margins
- △ Set up a leadership program TLC (Tquila Learning Centre) to ensure we invest in current and up and coming leaders -teaching leadership and consulting skills to set us apart from our competition
- △ Strong growth in our focus industries: Healthcare (Consumer Directed Care; MRD; Government)
- △ Improved internal systems to better service our employees and our customers through the rollout of best-in-breed collaboration tools including: Confluence; Jira; Conga; Kimble; Pardot Cloud for marketing and customer engagement as well as our Human Resources and Finance Systems.
- △ Successfully deployed the first Salesforce CPQ implementation in Australia and the Asia Pacific region
- △ Recipient of prestigious industry awards including:
  - CRN 2018 Impact Awards Finalist – Digital Transformation – CPQ Implementation at Ansarada
  - ARN 2018 Innovation Awards Finalist – Partner/Customer Value – Teys Australia
  - Formed key alliances with Telstra; KPMG; PwC; Datacom; ATG; Tryzens; Conga
  - CEO invited to be a member of the Telstra Advisory Board
  - Tquila ANZ invited to participate in the Salesforce Worldwide Summit – one of only 70 partners invited worldwide



## 2019 Best-of-the-Best Professional Services Organizations

*Please tell us why your firm is a great place to work.*

Core to Tquila's growth is the ability to attract and retain top talent and this is being achieved across the organisation. The CEO's dedication, loyalty and commitment to her team are second to none. She drives them to do their best and delivery excellence is now truly ingrained in the company's DNA.

The environment we foster is conducive to collaboration and teamwork. We believe in a team built on diversity and inclusion and women are actively encouraged to step into challenging roles whilst mentoring and coaching them to succeed. Today, women represent 32% of Tquila's headcount holding roles across all levels of the organisation. Out of a Leadership Team of eight, six are women; others are performing key roles as Functional Consultants, Project Managers, and Developers working with our customers to deliver successful business outcomes.

Our 71-strong staff represent over 10 countries as their places of birth allowing us to enjoy diverse cultures and customs and providing an excellent opportunity to balance work with fun. Diwali, Festival of Light, is a recent example celebrated with traditional costumes, food and stories about family traditions. This is all part of the investment in Tquila's "Employee Experience" initiative.

The **Employee Experience Program** consists of eight key components: Leadership; Equality, Diversity and Inclusion; Personal Growth and Development; Onboarding and Induction; Wellbeing and Health; Technical and Process Improvement; Work Environment and Reward and Recognition. Each program component has been designed to provide our staff with the best working environment, one where they can define their personal and career aspirations, excel in their jobs, and ultimately make a difference.

**Tquila Learning Centre** was launched in 2018 as part of the **Personal Growth and Development** program designed to introduce a structured learning program to allow enablement on multiple fronts for Tquila to grow in maturity and capability.

Tquila is working closely with Salesforce in the rollout of the "**Workforce for Women**" initiative to enable women facing disadvantage. The successful candidates will be trained, mentored and coached so that they may acquire the skills needed in a professional services environment.

Tquila started its **Graduate Program** late in 2017 under Professional Services. This year the program has seen its numbers grow to five graduates. New graduates have now been recruited for 2019.

As we grow, we are also formalising community activities so that, as a socially responsible company, we may give back to those in need and contribute to the betterment of our environment.

*Please tell us about the top challenges your firm is facing in 2019.*

The biggest challenge Tquila faces in 2019 is the ability to acquire and retain talent with the skill sets and capabilities required to address the opportunity that the Salesforce Ecosystem is opening. We are addressing this challenge with our Grad program. The strategic partnerships we have forged and the programs we have rolled out across all areas of the company are a testament to the Tquila's vision for the future whilst staying true to our values and our mission of solving customers' business problems and helping them with their businesses' transformations.

## Pillar Performance

The following sections highlight the results of this year’s Best-of-the-Best professional services organizations (PSOs) and compares their results with the rest of the survey participants.

## Demographics

Table 2 compares the top performing PSOs to the other 604 in this year's survey. Best-of-the-Best organizations tend to be more specialized than the average firm in the benchmark. This year’s top performers are slightly smaller than average firms, with 441 PS employees compared to 635 for the rest.

This year’s Best-of-the-Best are characterized by high growth, profit, and high levels of client satisfaction. Every year we find the best firms are also the fastest growing.

**On average, they grew year over year PS revenue by 14.5%; 54% more than the revenue growth of average firms (9.4%).**

**Year-over-year employee headcount growth was also impressive at 11%. The Best maintain a much higher percentage of billable employees.**

For these fast-growing firms one of their top challenges is finding and growing the talent they need to sustain their dynamic growth while maintaining a culture of excellence.

**Table 2: Best-of-the-Best Comparison – Demographics**

Key Performance Indicator (KPI)	Best	Rest	▲
Number of firms	18	604	
Size of PS organization (employees)	441	635	-30%
Year-over-year change in PS revenue	14.5%	9.4%	54%
Year-over-year change in PS headcount	11.0%	7.5%	46%
% of employees billable or chargeable	81.0%	72.4%	12%
Total professional services revenue (mm)	\$94	\$92	1%
Annual company revenue (mm)	\$172	\$231	-26%
% of PS revenue delivered by 3rd-parties	8.7%	11.8%	-26%

Source: SPI Research, March 2019

## Leadership

The leading firms are highly specialized. They concentrate on specific high-growth technology or IT segments or vertical industries. The executives of top-performing firms are seasoned professionals – often with a track record of founding and growing multiple prior consulting organizations.

Leaders at the best firms foster a work environment that is fair and well-managed with ample rewards and career progression. Because employees understand and share in the success of these organizations, the atmosphere is one of collaboration and loyalty.

A recurring theme from this year’s leaders is their strong sense of community. The leaders of the top firms are seen as visionaries within the markets they serve, they see their role as one of truly helping improve the lives of their clients and employees. They select clients and projects because they share the same values, whether it is a love of transformational change or desire to make a difference through

leading edge programs. Their sense of pride and commitment comes through in the organizations they have developed.

Leaders discussed the importance of building a unique, employee-centric culture which in turn becomes a source of differentiation. In today's competitive talent market establishing a strong reputation as a great place to work is paramount to building brand awareness. While each leader discussed the importance of client success, they also discussed the importance of creating engaged employees to carry

**Table 3: Best-of-the-Best Comparison – Leadership Pillar (1 to 5 Scale)**

Key Performance Indicator (KPI)	Best	Rest	▲
Ease of getting things done	4.63	3.76	23%
Goals and measurements in alignment	4.6	3.74	23%
Well understood vision, mission and strategy	4.6	3.8	21%
Employees have confidence in PSO's future	4.63	3.91	19%
Embraces change - nimble and flexible	4.5	3.8	18%
Innovation focused	4.4	3.74	18%
Effectively communicates w/employees	4.43	3.78	17%
Confidence in PS leadership	4.67	4.01	16%

Source: SPI Research, March 2019

on the culture and position the firm for the future. A key area of differentiation is that top firms significantly invest in employee development. **On average, they provide 12.7 days of employee training compared to 8.5 days for average firms.**

Table 3 compares the leadership metrics of the highest performing organizations with the remainder of the survey. The two highest differential scores are ease of getting things done and goals and measurements in alignment with corporate strategy. Leading PSOs cultivate egalitarian, non-hierarchical, flat organizations in which all employees are vested in the success of the firm as well as their own well-being. Their focus on innovation means they strive to continually stay ahead of the pack, investing in new technologies and ideas long before they become mainstream. Their clarity of purpose provides a powerful foundation for their unique cultures which support and accelerate market differentiation, in turn leading to strong employee confidence in the future.

## Client Relationships

The independent IT and management consultancies depend on their regional practice leaders to be the chief rainmakers in their region or domain. Although practice leaders are charged with developing a book of business, they are also goaled with personal billability targets to underscore the important role they play in client success. Independent Best-of-the-Best firms expect their practice leaders to be consultants first, able to truly add value to client relationships. Repeat business and referrals are the primary source of new business, a strong testimony to superlative client relationships and results. **Their percentage of reference clients is 84% compared to only 71% for average firms.**

The embedded PSOs primarily rely on the product sales force. They have forged a strong partnership with product sales and have built sales tools and service packages to guide and shape consulting engagements. These service packages enable the product sales force to position and quote services,



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leading to higher product and service attach rates.

PS is regarded as a significant and growing source of top-line company revenue, not a necessary evil. In many cases, their lead services executive is also responsible for global support, professional services and account management with the title of Chief Customer Success officer, acknowledging the important role services plays in ensuring client success. A relatively new set of metrics has emerged for embedded PS, focused on customer adoption. The cloud PSOs

measure not only the number of licenses, seats and recurring revenue but also the depth of client adoption and engagement by building dashboards and scorecards which depict client usage, adoption and churn.

Survey results revealed **the percentage of revenue from new clients was 35.8% for Best-of-the-Best firms compared to 29.5% for average organizations**. New client expansion is a key ingredient of their high growth and profitability. Leaders give higher marks for sales, marketing and solution development effectiveness. Interviews revealed leaders do not have the schism between sales and service delivery which is so apparent in many PSOs. Sales and delivery collaboration produced higher win ratios, larger sales pipelines and more reference customers.

### Human Capital Alignment

Talent is a primary focus and hot topic for all service firms. In an increasingly competitive talent market, top performing firms are becoming laser-focused on their employment brand. Organizations are embracing technology to help reinvent the workplace with knowledge-sharing, team-building, transparency and collaboration at the core of their continuous learning cultures.

Table 5 compares Human Capital Alignment pillar key performance indicators between the Best and the rest. The table shows employees receive higher levels of training investment; they are more likely to understand and take advantage of career advancement opportunities; and more of them would recommend their firm as a great place to work.

**Billable utilization targets of the best firms average 75% or higher compared to 70% for average firms. This means top performing consultants bill 100 more hours per year than those at average firms.**

**Table 4: Best-of-the-Best Comparison – Client Relationships Pillar**

Key Performance Indicator (KPI)	Best	Rest	▲
Deal pipeline relative to qtr. bookings forecast	290%	175%	65%
Annual number of active clients	2,166	1,328	63%
Bid-to-Win ratio (per 10 bids)	5.97	4.86	23%
% Revenue from new logo clients	35.8%	29.5%	21%
Percentage of referenceable clients	84.0%	71.3%	18%
Service sales effectiveness	3.9	3.51	11%
Solution development effectiveness	3.9	3.62	8%
Service marketing effectiveness	3.5	3.24	8%
Average service discount given	6.3%	6.7%	6%
Sales cycle (days: qualified lead to contract sign.)	97	88	-9%

Source: SPI Research, March 2019

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Their employees are paid more plus they receive a host of additional benefits including investments in giving back to their communities; generous healthcare and parental leave policies; flexible work schedules; health and wellness programs; significant investments in employee training and career development and a consistent focus on fun, team-building, collaboration and communication.

Top performing firms place a premium on high quality recruiting and on-boarding programs resulting in faster recruiting and ramping times combined with higher billable utilization. They hire “A” players. They invest a lot in them and expect a lot from them.

Several firms invest over 90 days in teaching new hires both the industry and technology. This strategy, although initially expensive, results in qualified consultants who hit the ground running after their on-boarding program has been completed.

Several firms are starting specialized programs to attract and groom the next generation of female consultants. In an industry dominated by males, savvy firms realize the vast potential from attracting and growing a diverse workforce.

Just finding talent is not enough. This year’s Best-of-the-Best firms focused on ramping and employee training to develop a qualified workforce. With young millennial consultants, continuous learning is a prerequisite which means top firms understand employee career and knowledge aspirations and ensure top performers are assigned to the projects, clients and geographies they are most interested in. Some create rotational assignments to give their employees greater exposure to other technologies and clients. Several of the smaller firms are 100% virtual – in other words, they don’t invest in expensive facilities but keep morale high with in-person weekly and quarterly meetings to enhance communication and team-building.

**Table 5: Best-of-the-Best Comparison – Human Capital Alignment Pillar**

Key Performance Indicator (KPI)	Best	Rest	▲
Guaranteed annual training days / employee	12.67	8.62	47%
Well-understood career path (1 to 5 scale)	4.1	3.23	27%
Recommend company to friends/family (1 to 5)	4.83	4.39	10%
Employee billable utilization	74.5%	69.4%	7%
Days for a new hire to become productive	59	57.4	-3%
Employee annual attrition - voluntary	8.8%	8.5%	-4%
Days to recruit and hire for standard positions	65	59.6	-9%
Employee annual attrition - involuntary	6.2%	5.4%	-15%
Annual fully loaded cost per consultant (k)	\$140	\$121	-16%

Source: SPI Research, March 2019

## Service Execution

Table 6 compares service execution metrics between the Best-of-the-Best organizations and the remainder. **High quality service execution is what really sets top performing PSOs apart.** They tend to be highly disciplined in all facets of service execution. The table points out the leaders deliver larger projects with superior project and subcontractor margins. When they do have overruns, they do a better job of minimizing them

through project governance and change orders. They deliver projects with quality and integrity and are far more likely to use a standardized delivery methodology which results in more projects delivered on-time, fewer project overruns and fewer project cancellations. Because most of them rely on a commercial PSA application they are able to staff projects faster. The Best firms deploy the best consultants and effectively use PSA to exceed client expectations, making all facets of their projects more profitable.

**Table 6: Best-of-the-Best Comparison – Service Execution Pillar**

Key Performance Indicator (KPI)	Best	Rest	▲
Average revenue per project (k)	\$278	\$145	91%
Project margin for fixed price projects	50.5%	33.4%	51%
Project margin for time & materials projects	50.0%	34.0%	47%
Average project margin — subs, offshore	34.7%	25.1%	38%
Average project overrun	5.4%	8.8%	38%
Average project staff (people)	5.08	4.31	18%
Projects delivered on-time	88.2%	76.3%	16%
Projects canceled	1.8%	2.1%	14%
Use a standardized delivery methodology	72.7%	65.7%	11%
Average project staffing time (days)	8.28	9.18	10%
Average project duration (months)	6.08	5.69	7%
Concurrent projects managed by PM	5.92	6.04	-2%
Number of projects delivered per year	554	890	-38%

Source: SPI Research, March 2019

Leaders focus on all aspects of quality service delivery, with higher marks for resource management, estimating; change control processes and knowledge management processes.

Because the leaders rely on a PSA application, they can build and reinforce project delivery standards which result in precision execution and high levels of quality, productivity and profitability. They credit their PSA with improving resource, project management, time and expense capture and billing, leading to higher levels of billable utilization and on-time project completion. This year’s Best-of-the-Best were uniform in their commitment to developing standardized methodologies. In addition to repeatable processes and templates, they are focused on measuring quality and client satisfaction. Most estimates, proposals and changes go through a rigorous evaluation to ensure proper risk management and margin analysis.

## Finance and Operations

**The leaders enter each quarter with considerably more revenue in backlog (57.8%), which creates greater financial stability and predictability.**

The Best-of-the-Best can be characterized as running a very tight financial ship as they are appropriately metrics driven and have real-time visibility into all facets of the business.

The Best-of-the-Best make money on every aspect of the business with 31% more revenue per employee and 24% more revenue per consultant. If they must write-off work, they make sure to keep write-offs and revenue leakage to a minimum. **Top performers plan their work and work their plan with 100% achievement of their annual revenue and margin targets.** They run a well-planned and predictable business as they use integrated front and back office business applications to gain a 360-degree view of prospects, projects, people and revenue.

**Table 7: Best-of-the-Best Comparison – Finance & Operations Pillar**

Key Performance Indicator (KPI)	Best	Rest	▲
<b>EBITDA</b>	<b>26.5%</b>	<b>17.6%</b>	<b>51%</b>
Quarterly revenue target in backlog	57.8%	43.8%	32%
Annual revenue per employee (k)	\$213	\$163	31%
Executive real-time wide visibility	4.43	3.5	27%
Annual revenue per billable consultant (k)	\$251	\$203	24%
% of billable work is written off	2.2%	2.9%	24%
Revenue leakage	3.4%	4.4%	22%
Percent of annual margin target achieved	100.0%	89.7%	11%
Percent of annual revenue target achieved	100.3%	93.3%	7%
Days sales outstanding (DSO)	45.3	46.4	2%
Quarterly non-billable expense per employee	\$1,900	\$1,586	-20%
% of inv. redone due to error/client rejections	3.1%	2.2%	-41%

Source: SPI Research, March 2019

## The Best-of-the-Best PSOs Use and Integrate PS Applications

All of this year's top performers have deployed a commercial finance and accounting solution which is partially integrated with their PSA application for billing and revenue recognition. Table 8 depicts the level of commercial business application use and integration for top performing organizations versus the rest. In all dominant business applications categories, top performers invest more in business applications and do a better job of integrating them. Because they use these applications to run the business, they are much more satisfied with their application infrastructure.

## Best-of-the-Best Conclusions

Each year it is inspiring to meet with leaders of the Best-of-the-Best organizations. They are justifiably proud of the unique Professional Services organizations they have built, but their pride is focused on

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their employees and client results, not on themselves. An area that sets the leaders apart is their in-depth knowledge of their markets and solutions. They understand and have visibility to all aspects of the business.

More than average firms, they are truly passionate about building an exceptional organization, not just for today, but for decades to come. They are willing to honestly look at themselves and the business and make changes to ensure they continue to be the premium

firm. Their sterling reputation for delivering high quality results is a key ingredient in their success as most often new business comes from referrals.

A few of this year's Best-of-the-Best have been winners year-after-year, both throughout the great recession and now again when the consulting market is hot. The independents have aligned themselves with the latest and greatest technologies. They are constantly reinventing themselves to ensure they are on the cutting edge of the best technology solutions for their markets. The leaders of the embedded PSOs have a seat at the executive table – PS is seen as a critical element of the business and a major source of revenue, profit and client product adoption.

Excellence is within the grasp of all PS organizations – but it takes hard work, determination and constant vigilance. SPI Research finds it gratifying that leading organizations rely on the PS Maturity™ benchmark to guide their investments and performance. “You get what you measure” so reference the superlative results of this year's Best-of-the-Best to build your own organizations for the future!

**Table 8: Best-of-the-Best Comparison – Business Applications**

Solution	Best	Rest	Delta
Corporate financial management solution (CFM)	100.0%	95.0%	5%
Satisfaction with financial solution	4.27	3.82	12%
Commercial CRM solution	86.2%	83.4%	3%
Satisfaction with CRM solution	4.33	4.01	8%
Commercial PSA	96.4%	75.2%	28%
Satisfaction with PSA solution	4.36	3.82	14%
PSA is integrated with CFM	57.4%	56.9%	1%
Level of CRM and PSA Integration	55.2%	49.6%	11%
Commercial HCM solution	80.0%	60.1%	33%
Satisfaction with HCM solution	3.84	3.63	6%
HCM is integrated with CFM	34.8%	32.0%	9%

Source: SPI Research, March 2019



### 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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**Jeanne Urich**, Service Performance Insight managing director, is a management consultant specializing in improvement and transformation for project- and service-oriented organizations. She has been a corporate officer and leader of the worldwide service organizations of three publicly traded software companies (Vignette, Blue Martini and Clarify), responsible for leading the growth of their professional services, education, account management and alliances organizations.

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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 25,000 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.