SAP FOR PROFESSIONAL SERVICES
DELIVERING HIGH CLIENT VALUE WHILE GROWING PROFITABLY

SAP Industry Overview
SAP for Professional Services
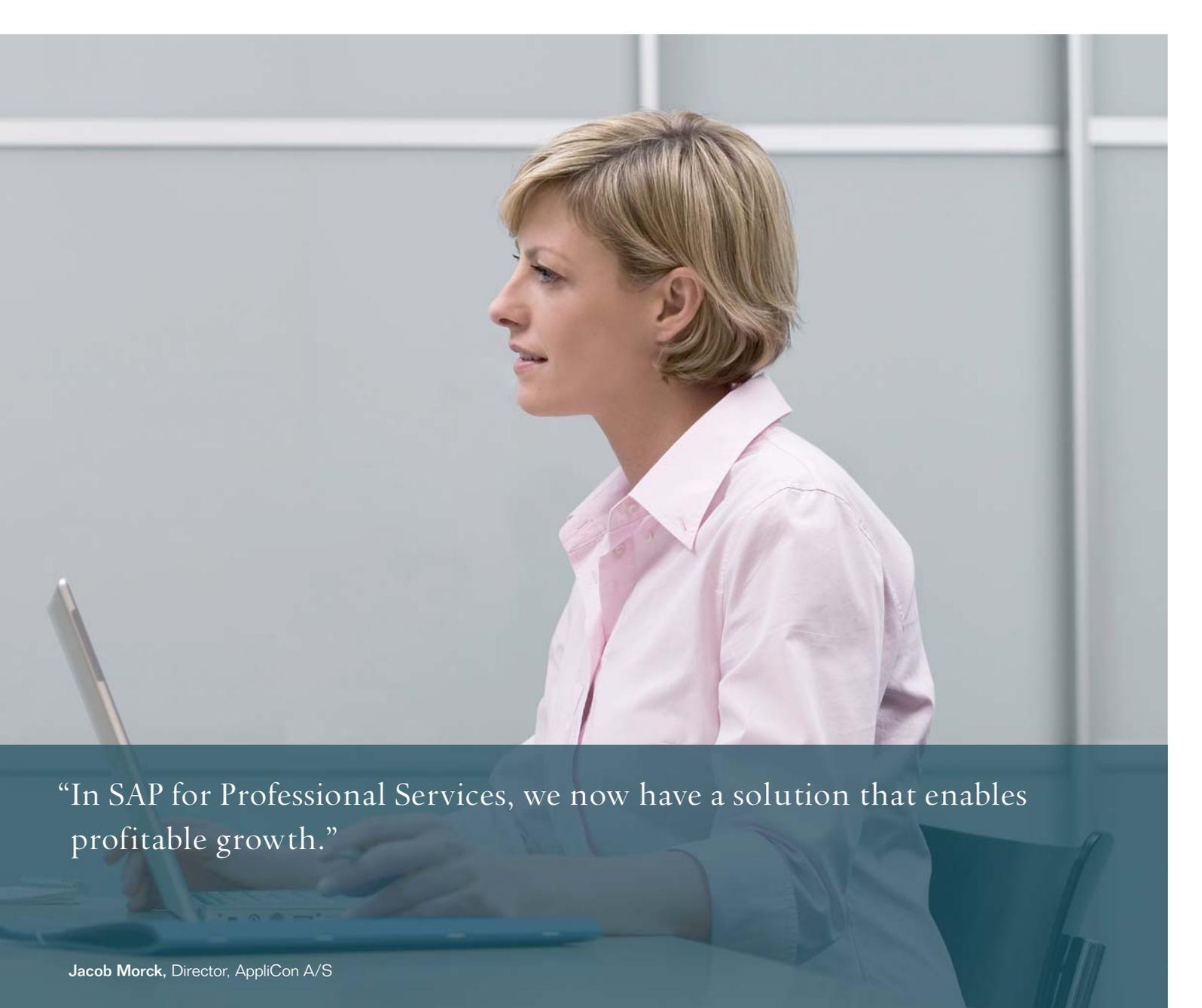
SAP

MANAGING PROJECT-BASED SERVICES

WITH ROBUST COLLABORATION FOR DISTRIBUTED TEAMS

"In SAP for Professional Services, we now have a solution that enables profitable growth."

Jacob Morck, Director, AppliCon A/S

The SAP for Professional Services solution portfolio helps project-based and managed services firms efficiently manage people and projects and deliver value to clients. SAP has worked with more than 2,500 industry leaders worldwide in this industry over a period of 30 years to develop the solutions, services, and best practices packages needed by global professional services firms to manage their talent supply chain, innovate and execute on their service delivery, and provide value to their clients.

The SAP for Professional Services solution portfolio provides robust collaboration functionality for distributed teams and helps you adopt best practices, support for which SAP has worked with more than 2,500 industry leaders worldwide over a period of 30 years to develop.

HARNESSING SOFTWARE DESIGNED FOR YOUR INDUSTRY

WITH POWER SCALED FOR TODAY AND TOMORROW

Simply stated, yesterday's business models – in which professional services firms charge traditional rates and garner generous service margins – no longer apply. How can your business differentiate itself in a market that entails longer sales cycles, shorter projects, higher sales costs, and clients who don't understand what you do?

Deliver Client Value As You Grow Revenue and Margins

You don't run a generic business. So why use generic solutions? SAP builds solutions to fit the way you do business.

The SAP for Professional Services solution portfolio is designed to meet the unique challenges of organizations that provide project-based and managed services – in other words, to support, facilitate, and streamline work for professional services companies.

The solutions help you deliver client value while growing revenue and margin. They help you efficiently manage people, projects, and knowledge and put the right people in the right places at the right times. The SAP® solutions support multiple languages and currencies for global businesses and run both traditional services and new business with equal efficiency. The software provides robust collaboration functionality for distributed teams and helps you adopt best practices, support for which SAP has worked with more than 2,500 industry leaders worldwide over a period of 30 years to develop.

SAP for Professional Services solutions address your specific consulting, audit and tax, legal, and IT service needs. They help you manage the complete client, employee, and project lifecycle. With them, you can develop and manage client relationships, maximize resource utilization, improve project and operational efficiency, drive profitability, and adhere to government regulatory requirements.

MEETING URGENT MARKET REQUIREMENTS
WITH A UNIQUE SOLUTION FOR YOUR INDUSTRY

> To source globally and deliver locally, you have to offer new services at different rates through a network of subcontractors dedicated to specific tasks. That means you need the right people to execute a new delivery model and still deliver top client value.

Gain Competitive Advantage in a Complex Business Environment

Today's business climate presents a host of challenges. Competition is intensifying and technological changes are accelerating. With offshore firms offering low labor costs, leading IT manufacturers entering the professional services arena, and consulting firms springing up everywhere, clients can choose from more options at dramatically lower costs. Additionally, as skepticism rises about the benefits of IT and what you bring to the table, your increasingly sophisticated clients call the shots.

Simply stated, yesterday's business models – in which professional services firms charge traditional rates and garner generous service margins – no longer apply. How can your business differentiate itself in a market that entails longer sales cycles, shorter projects, higher sales costs, and clients who don't understand what you do?

You must form partnerships to deliver complete services that include custom, packaged, hosted, and on-demand options. To source globally and deliver locally, you have to offer new services at different rates through a network of subcontractors dedicated to specific

tasks. That means you need the right people to execute a new delivery model and still deliver top client value.

For professional services firms, it is more critical than ever to address these new challenges effectively. You must:

- **Deliver client value**
  Global clients demand visibility into the progress of their projects. They expect to collaborate in designing, developing, testing, and deploying their implementations, and they want immediate responses to questions. To meet their needs, you must provide direct links between client and project teams.

- **Find the right people**
  To perfect a new global delivery model that sources globally and delivers locally, you need exceptional people. You must take advantage of the low labor costs available in the global workplace and hire employees with the local expertise to win business, manage projects, and forge strong client relationships.
- **Execute delivery model**
  Your new global delivery model must be flexible enough to manage a diverse portfolio of services, add new global partners and subcontractors, and manage global services projects with manufacturing-like efficiency. You must identify new opportunities and service innovations.

With new service lines, unproven business models, and global delivery, it's critical to keep a tight rein on all aspects of the highly complex and competitive business of providing professional services. SAP for Professional Services solutions comprise an industry-specific solution portfolio that provides a robust and complete answer to the unique needs of your organization. It helps you effectively manage opportunities, resources, revenues, and costs – and deliver the high-quality, on-time results your clients demand.

With SAP for Professional Services solutions, you have the facts, figures, and functions you need to put the right people in the right places at the right time anywhere in the world. The solutions deliver rich functionality for the entire project lifecycle – from winning new business to billing. You can build an integrated, end-to-end environment in which data flows freely to where it's needed.

Drive Your Core Business Activities with Proven Solutions

Professional services firms need to adapt their business models to today's business realities. With SAP for Professional Services solutions, you receive integrated solutions that help you manage client lifecycles, your talent supply chain, and innovative service-delivery models.

Manage the Entire Client Lifecycle
Develop business and identify profitable clients, services, and opportunities – while retaining valuable clients and maximizing their lifetime value. Plan, execute, manage, and analyze your projects from end to end. Define key parameters – including phases, milestones, tasks, roles, and responsibilities – and monitor progress. Assess skills, availability, and current assignments to designate people, documents, checklists, and other resources for each project.

Develop and Maintain Your Talent Supply Chain
Link talent, resource, and demand management to create – and optimize – your talent supply chain. Understand how to fulfill your clients' demands for skills, timing, and location, and boost your resource utilization without adding costs. Forecast resource demands and link them directly with your hiring and training plans. Recruit, train, and retain the right employees to fulfill current and future customer demands. Optimize staffing decisions.

Innovate Service Delivery
Take advantage of new service opportunities and innovate your delivery model by providing a frictionless flow of people and information for global engagements. Simplify the creation of modular products by delivering offshore services and specialized expertise whenever and wherever needed. Use workflows that keep things moving swiftly without manual intervention. Exploit automation and integration to make the best use of time and eliminate the laborious, error-prone reentry of data that many stand-alone solutions require.

Profit from Comprehensive, Modular, Integrated Solutions

Many software products are available for professional services providers, but none are as comprehensive, flexible, scalable, or integrated as SAP for Professional Services solutions – a solution portfolio that is open to your custom and third-party applications and that provides tools to help you understand how such applications work.

SAP for Professional Services solutions deliver rich functionality for the entire project lifecycle – from winning new business to billing. You can build an integrated, end-to-end environment in which data flows freely to where it's needed.

The solution portfolio supports your most important business processes – from lead generation to cash management. You can improve billing accuracy, decrease time to revenue, enhance visibility, and lower administration costs with integrated data across departments, solutions, and geographic regions.

Modular Design for Maximum Flexibility

The modularity of SAP for Professional Services solutions gives you the flexibility to select the building blocks you need and implement them quickly, so you can start earning a rapid return on investment. And because they offer ready integration and virtually unlimited scalability, the solutions are an investment your business can't outgrow.

Direct Business Data Access via Portals and Handhelds

Professional services firms consist almost entirely of information workers who must interact with data quickly from any location and at any time. SAP for Professional Services solutions provide access to business data in SAP applications via portals and mobile, handheld devices and allow users to view and submit data using familiar desktop tools.

SAP Best Practices for Professional Services

The SAP Best Practices for Professional Services package helps you implement all core applications in the SAP for Professional Services solution portfolio without extensive configuration and at reduced cost. The package delivers preconfigured support for your business processes and helps you accelerate implementation and minimize risks for a rapid return on your investment.
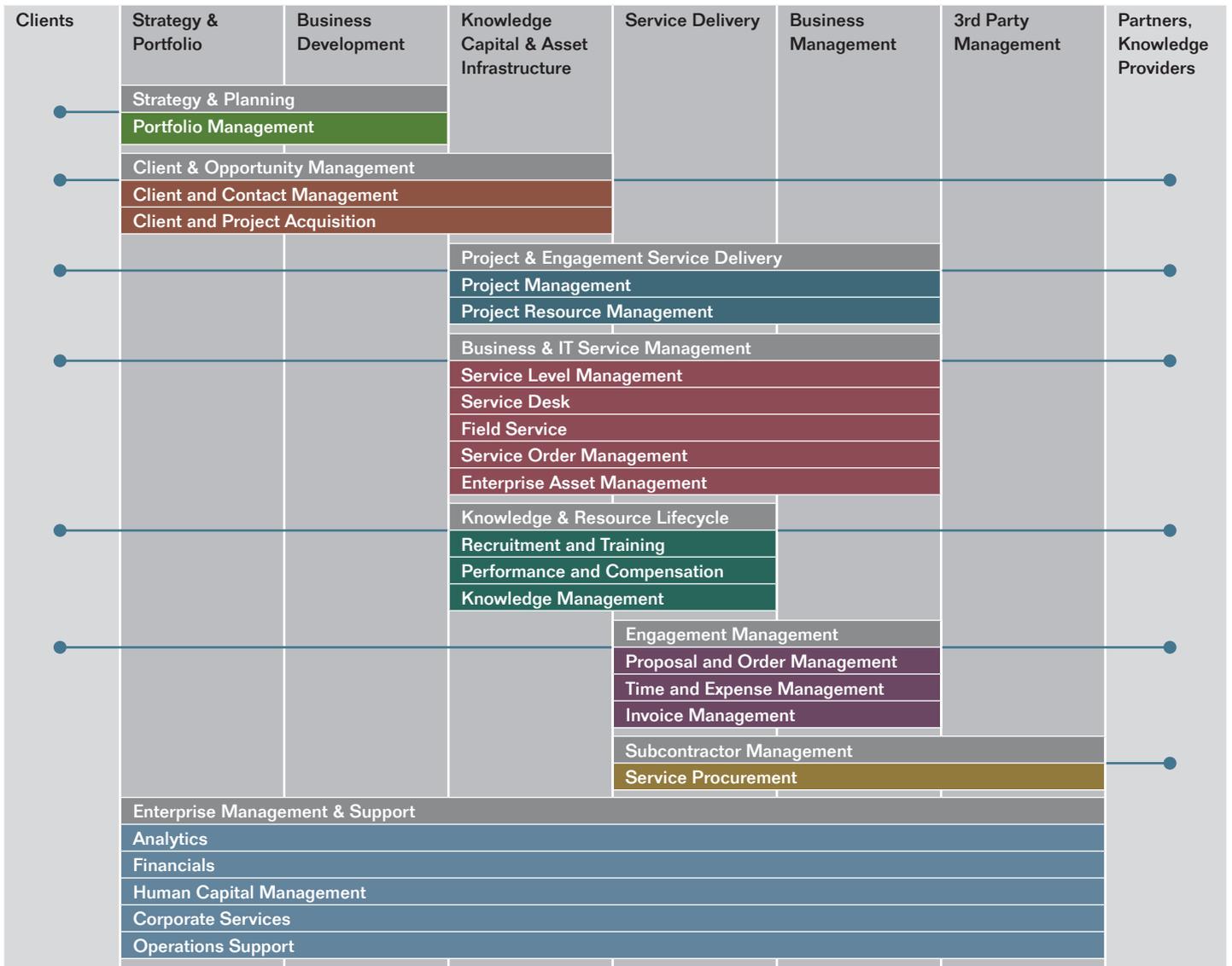
SUPPORTING KEY BUSINESS PROCESSES
WITH SAP FOR PROFESSIONAL SERVICES SOLUTIONS

Assess Business Value with the SAP Solution Map

SAP for Professional Services solutions support your most important business processes and provide tools to help you understand how these processes work. One of these tools is the SAP

solution map. SAP solution maps are multilevel blueprints that show what business processes SAP and SAP partner solutions support. The result of customer and industry analyst input as well as technical expertise from SAP, solution maps help you visualize, plan, and implement a comprehensive

IT solution that covers all your critical business processes. You can review the solution map for the SAP for Professional Services solution portfolio online at www.sap.com/businessmaps.

Clients	Strategy & Portfolio	Business Development	Knowledge Capital & Asset Infrastructure	Service Delivery	Business Management	3rd Party Management	Partners, Knowledge Providers
	Strategy & Planning						
	Portfolio Management						
	Client & Opportunity Management						
	Client and Contact Management						
	Client and Project Acquisition						
			Project & Engagement Service Delivery				
			Project Management				
			Project Resource Management				
			Business & IT Service Management				
			Service Level Management				
			Service Desk				
			Field Service				
			Service Order Management				
			Enterprise Asset Management				
			Knowledge & Resource Lifecycle				
			Recruitment and Training				
			Performance and Compensation				
			Knowledge Management				
				Engagement Management			
				Proposal and Order Management			
				Time and Expense Management			
				Invoice Management			
				Subcontractor Management			
				Service Procurement			
	Enterprise Management & Support						
	Analytics						
	Financials						
	Human Capital Management						
	Corporate Services						
	Operations Support						

SAP® Solution Map for the SAP for Professional Services Solution Portfolio

Evaluate Features and Benefits

Business Process	Benefit
Client and opportunity management	■ Turn valuable opportunities into future projects ■ Commit resources to profitable projects ■ Reduce cost of sales ■ Improve forecasting and planning accuracy
Project and engagement service delivery	■ Plan, execute, manage, and analyze IT projects from beginning to end ■ Define and manage all key parameters, including phases, milestones, tasks, roles, and responsibilities ■ Increase resource utilization ■ Gain insight into services demand and apply the right mix of resources to projects
Business and IT service management	■ Monitor and report on service contracts and service-level agreements ■ Plan, design, build, operate, maintain, and decommission IT assets ■ Manage a service desk to resolve issues and answer technical questions
Knowledge and resource lifecycle management	■ Provide employees, clients, and partners with access to valuable operational data ■ Facilitate the reuse of previous project work ■ Deliver consultants' collective skills to their peers
Engagement management	■ Streamline planning, setup, and delivery of complex projects ■ Report time and expenses accurately and quickly ■ Employ sophisticated and flexible project-accounting functionality
Subcontractor management	■ Procure services and perform strategic-sourcing activities ■ Streamline requisition-to-payment processes with contractors
Enterprise management and support	■ Perform core financial, HR, corporate, and operational activities ■ Employ analytics to align resources, gain project visibility, and set strategic objectives

Many software products are available for professional services providers, but none is as comprehensive, flexible, scalable, or integrated as SAP for Professional Services solutions – a solution portfolio that is open to your custom and third-party applications and that provides tools to help you understand how such applications work.

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THE BEST-RUN BUSINESSES RUN SAP™

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