



Run smoothly. Change quickly. Achieve more.

Cloud-based enterprise work management software

Services Exec and CFO Alignment:

5 Must Do's to Build a Partnership to Profitable Growth



The
webinar
will start at
1pm ET!



Today's Speakers



Carey Bettencourt

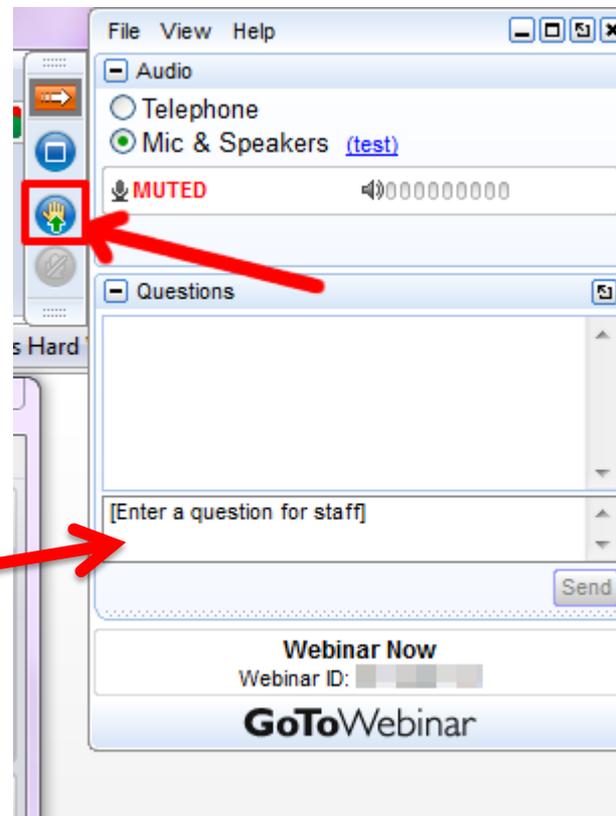
Managing Partner, Propelus LLC
PSVillage Advisory Board Member



Eric Demers

Senior Solution Consultant
Tenrox by Upland

To submit a question:



Type in your question here

Click Send

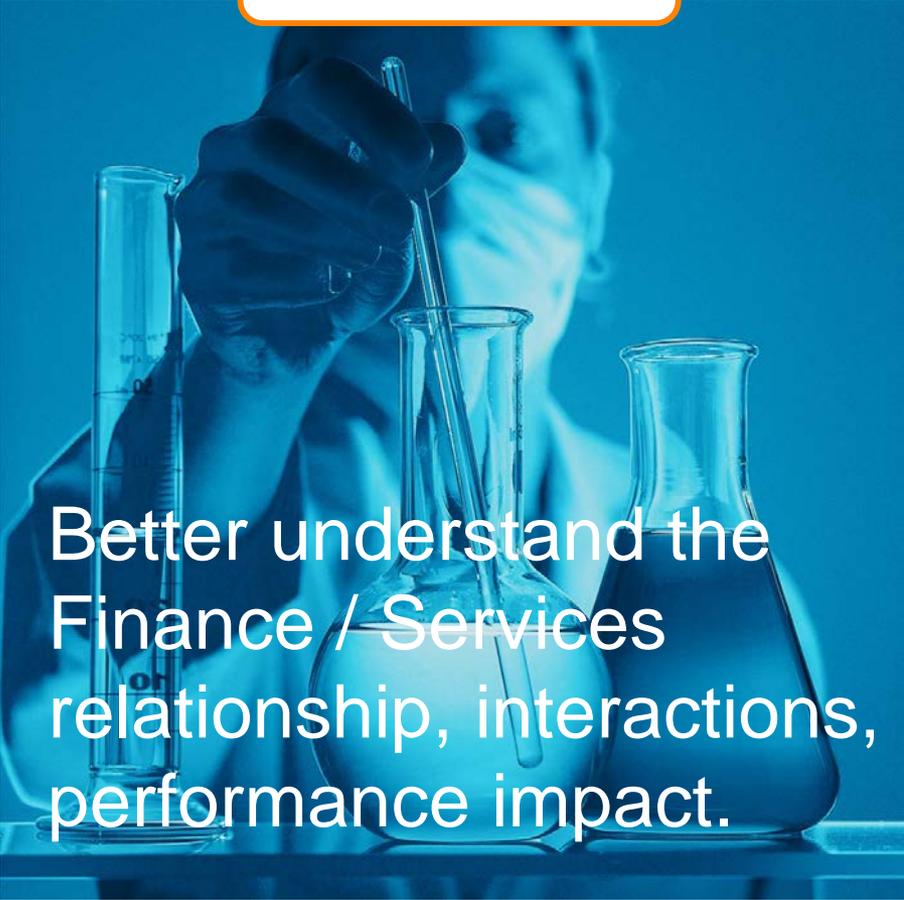
Today's Discussion



- Services Exec/CFO Alignment Research Project
- Good News, Bad News, Good News
- Five Must Do's to Build a Partnership
- Benefits of PS Executive / CFO Alignment
- Tenrox PSA Demo
- Q&A

Services Exec / CFO Research Project

PURPOSE



Better understand the Finance / Services relationship, interactions, performance impact.

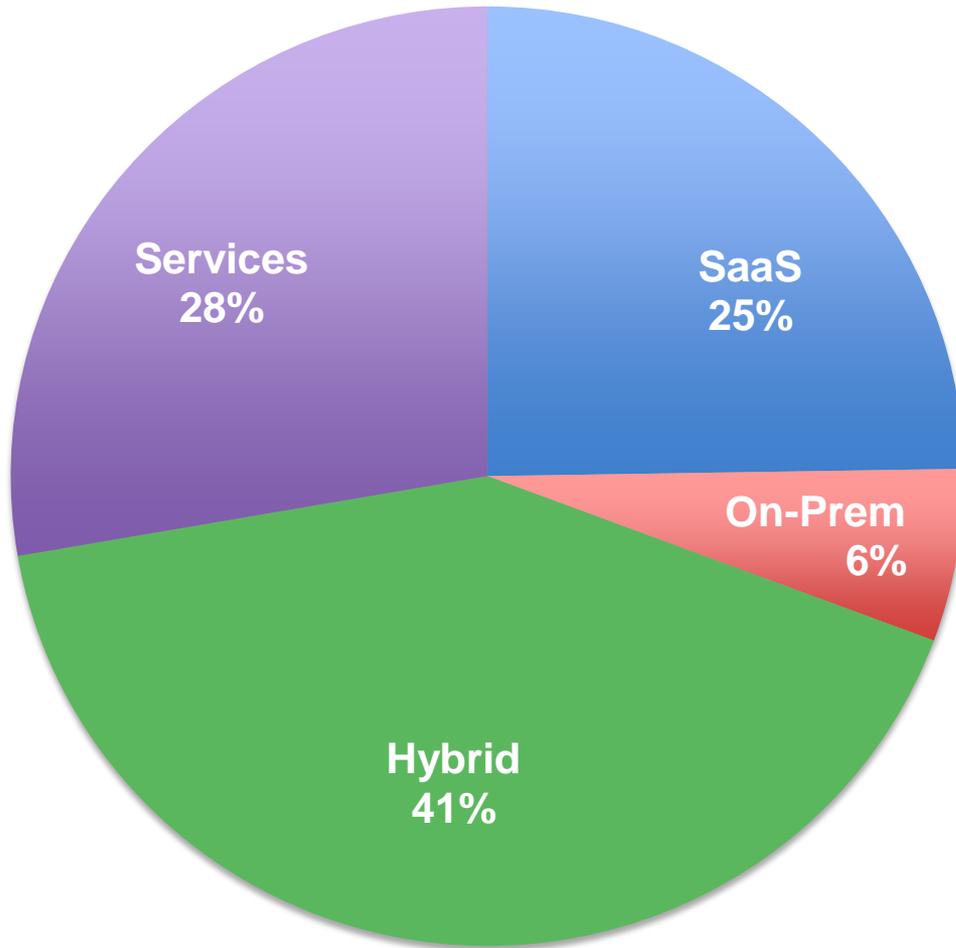
ANALYSIS



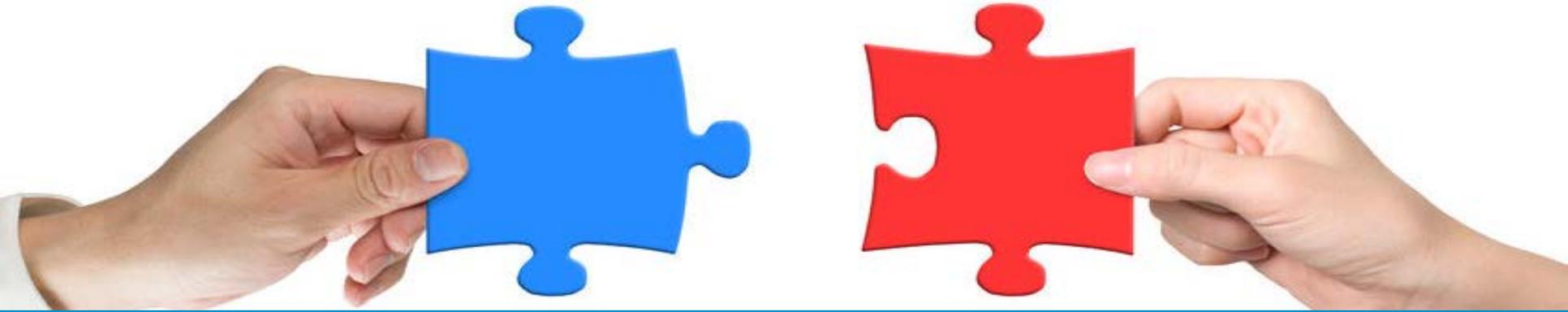
Profitability and growth correlations exist:

- Working relationship
- Communication cadence
- Technology use, collaboration

Survey Demographics – 178 Firms



- Average revenue **>\$350mm**
- Median revenue **~\$28mm**
- Average net profit **14.8%**
- Average YOY growth **12.2%**



GOOD NEWS, BAD NEWS, GOOD NEWS

Good News



- Topline growth over 10%
- Strong demand
- Increased productivity
- Healthy profits
- More emphasis on services
- Knowledge/IP value increasing

Bad News



Accelerating change

- Competitive pressures
- Tech complexity
- War for talent
- Customer expectations
- Regulatory compliance
- Market volatility, uncertainty



Mandates for Future Success



Seek profitable, sustainable growth



- Teamwork
- Agility
- Intelligence
- Efficiency
- Effectiveness
- Resilience

CFO – Expert, Mentor, Partner

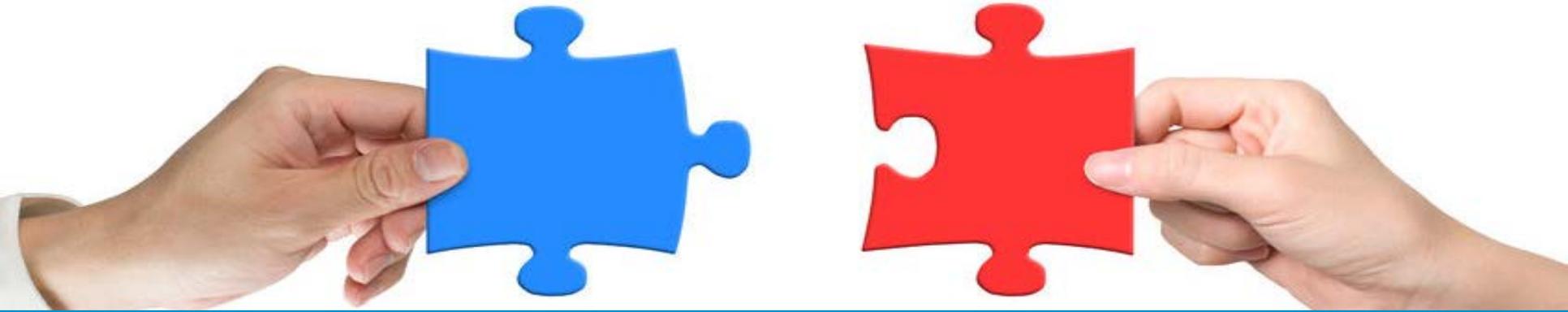


Survive

- More with less
- Data-driven decisions

Thrive

- M&A
- Market perspective
- Strategic, growth focus



FIVE MUST DO'S TO BUILD A PARTNERSHIP



#1 Establish a Trusted Relationship

trust *[noun]*

Firm belief in the reliability, truth, ability, or strength of someone or something



How to Establish a Trusted Relationship

- Communication
- Rapport
- Accountability
- Transparency
- Honesty



“Remember teamwork begins by building trust. And the only way to do that is to overcome our need for invulnerability.”

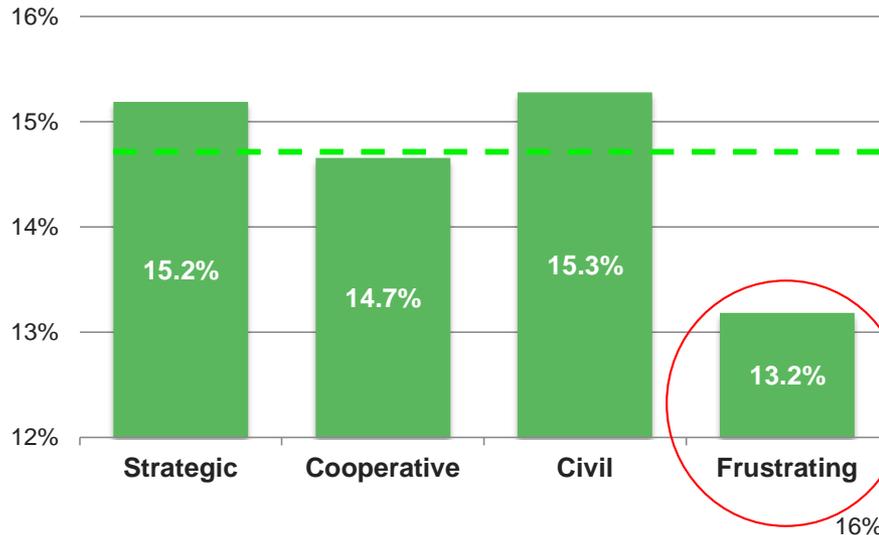
-Patrick Lencioni, The Five Dysfunctions of a Team: A Leadership Fable

Survey – Relationship Categories

- 30% • **Strategically Aligned** – We work as business partners to grow the professional services business.
- 45% • **Cooperative** – Roles are clear with defined processes; we work together effectively and efficiently.
- 30% • **Civil** – Respectful but we have our struggles in communication and agreement on financial decisions affecting PS.
- 10% • **Frustrating** – Challenges abound in annual planning, budgeting, billing, revenue recognition processes, etc., that are time consuming to resolve.

Does Relationship Affect Performance?

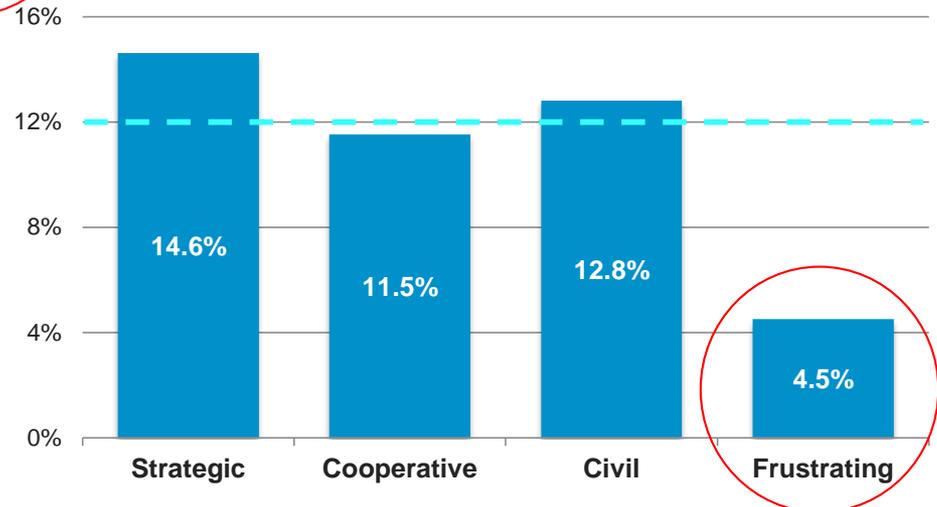
Profit by Relationship



Profit Average = 14.8%

Growth by Relationship

Growth Average = 12.2%



#2 Collaborate on Growth Strategies

- Share vision, goals
- Evaluate market
- Seize opportunities
- Analyze performance
- Identify improvements



Survey – Meeting Cadence

28% • **Frequent** (more than once a month), regularly scheduled Services Exec / CFO meeting with standard, comprehensive agenda

26%

• **Schedule 1:1** monthly meeting with standard agenda

20%

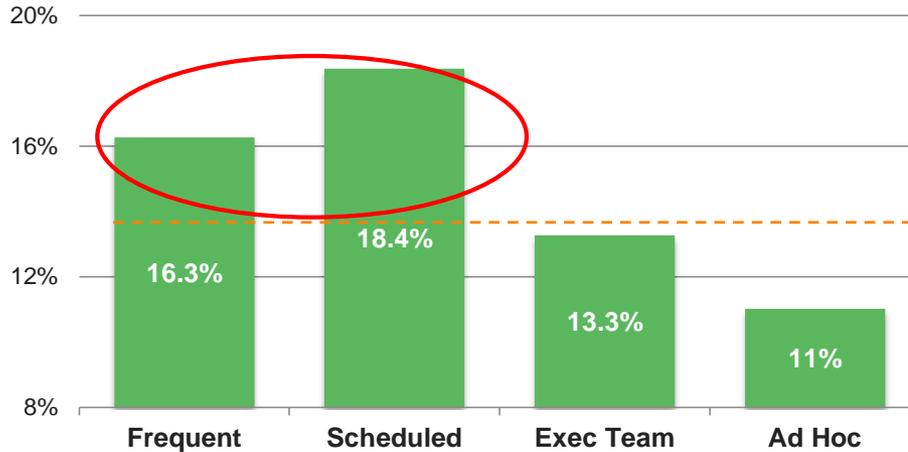
• Part of broader **Executive Team** meeting; very few Services Exec / CFO meetings during the year

26%

Ad Hoc meetings to deal with issues

Does Meeting Cadence Affect Performance?

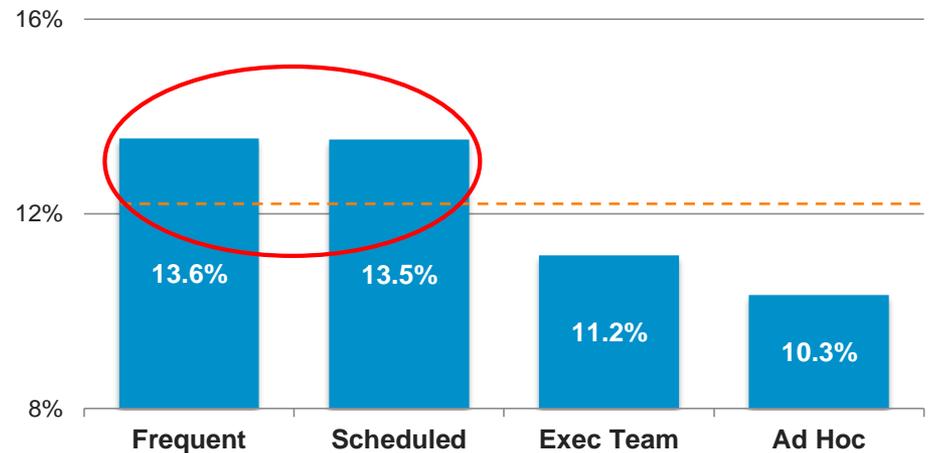
Profit by Meeting Cadence



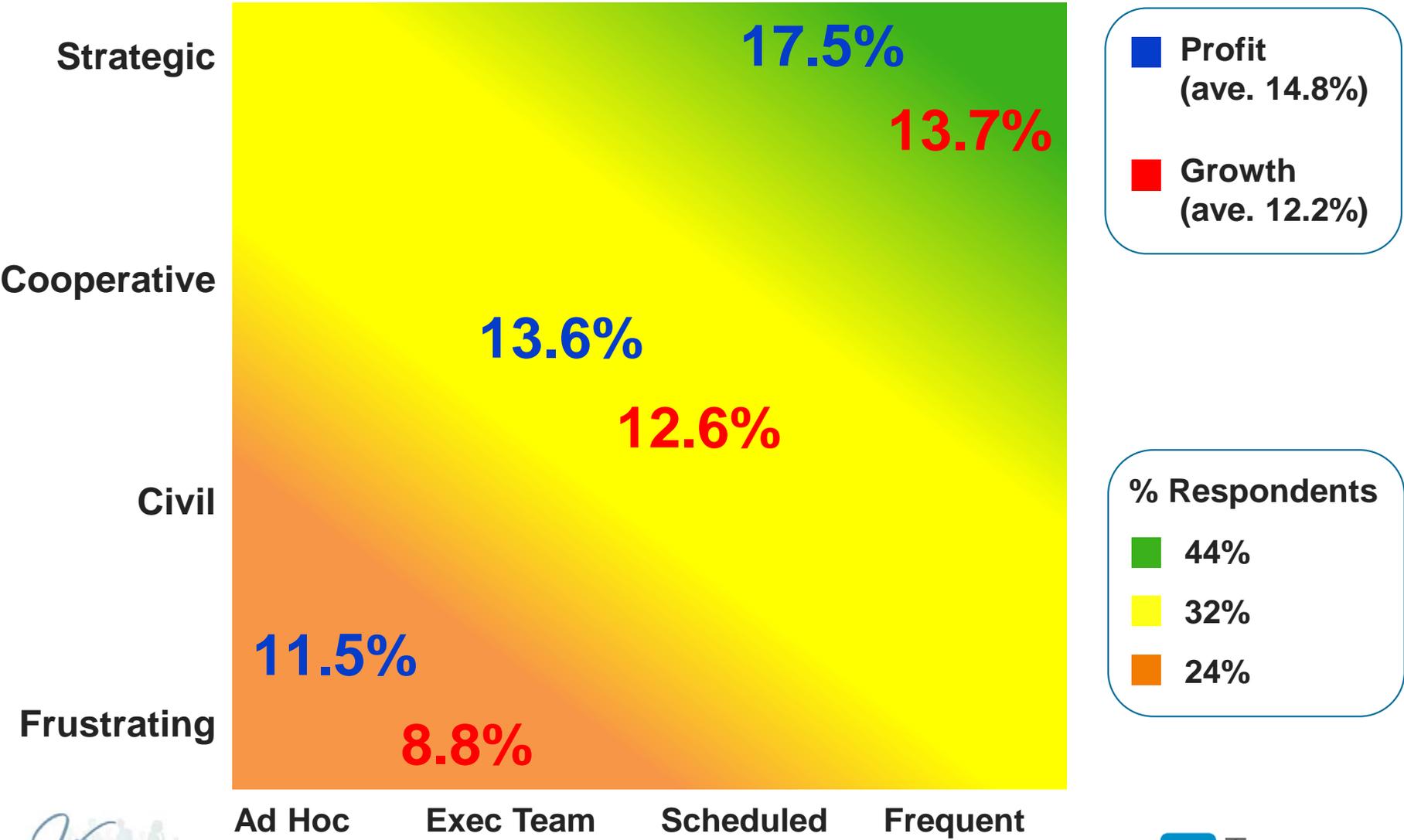
Profit Average = 14.8%

Growth by Meeting Cadence

Growth Average = 12.2%



Relationship/Meeting Impact on Profit/Growth



#3 Allocate Resources to Support Profitable Growth

- **Talent management** – sourcing, developing, retaining top talent
- **Service offering strategy** – identification, development investment to differentiate
- **Business development** – market, client expansion strategy, client executive relationships



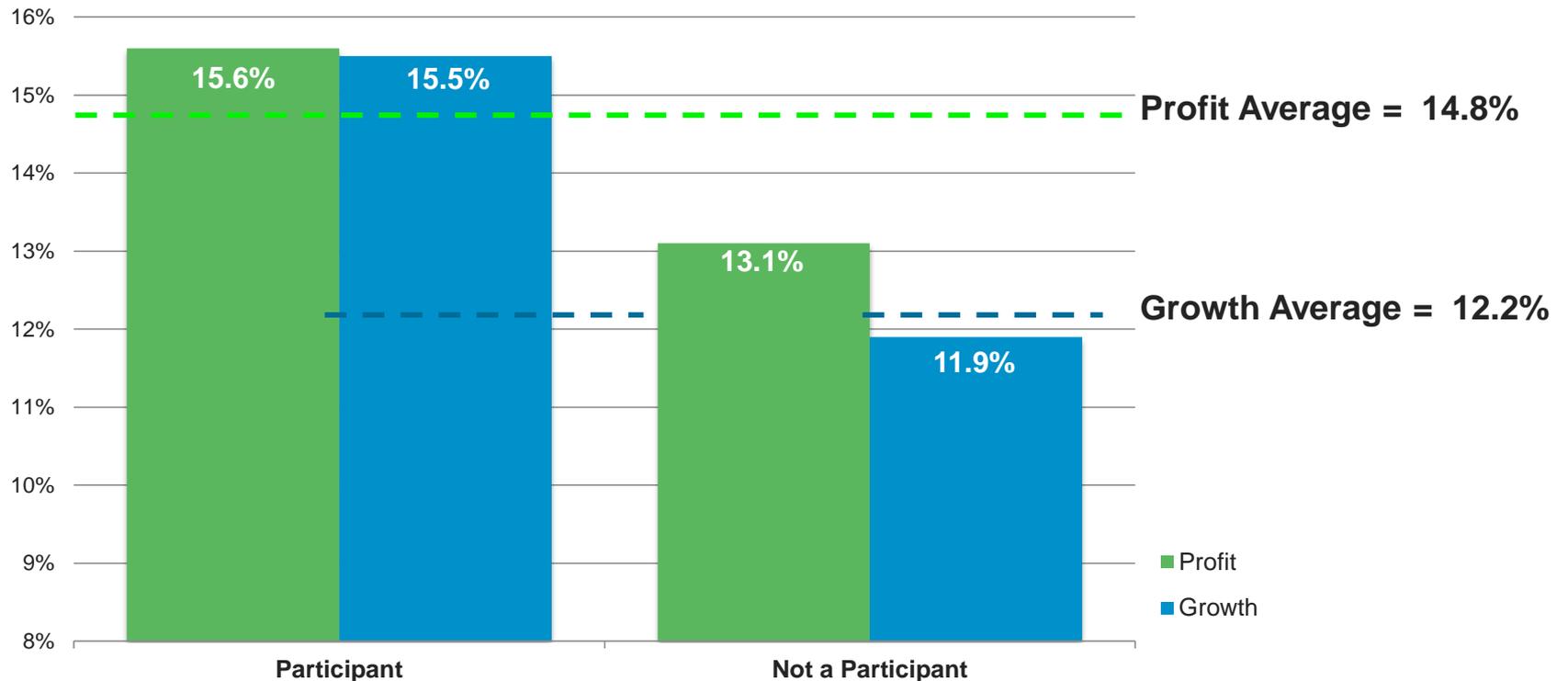
#4 Leverage Finance Team's Capabilities

- **Guide decision making** – analyze and interpret financial data
- **Catalyze change** – work across multiple organizations to spur change
- **Support growth** – continuous evaluation and adaptation



Technology as Enabler

CFO participation in PSA selection



#5 Optimize Processes, Invest in Technology, Automate Processes, Repeat

Focus on the client, market; automate the rest.



Technology Pays Off!

Profit Average = 14.8%

Growth Average = 12.2%

**CFO's Leverage
PSA Capabilities**

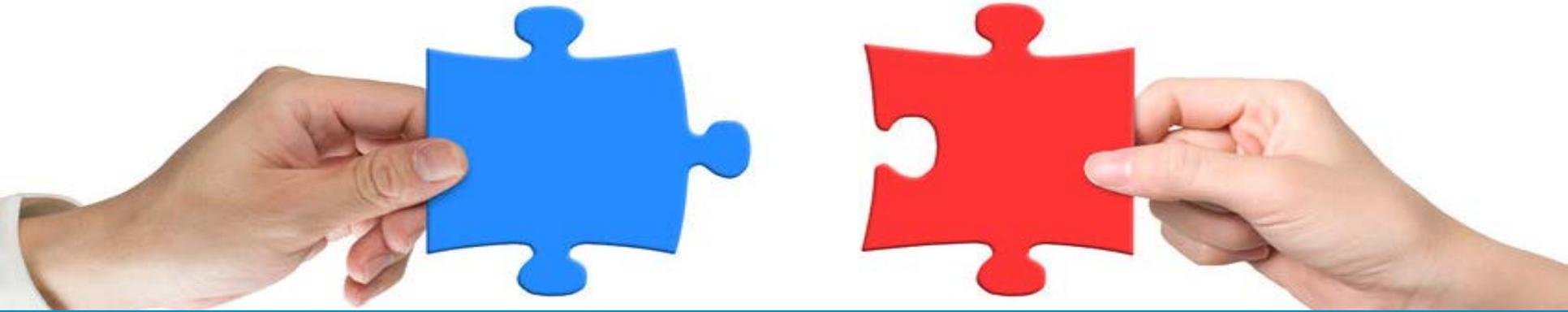
**16.6% Profit
13.9% YOY Growth**

**PSA Integrates
with Key Systems**

**15.5% Profit
13.2% YOY Growth**

**No PSA Plans /
CFO Not Supportive**

**10.8% Profit
7.5% YOY Growth**



BENEFITS OF PS EXEC / CFO ALIGNMENT



The 5 Must-Do's



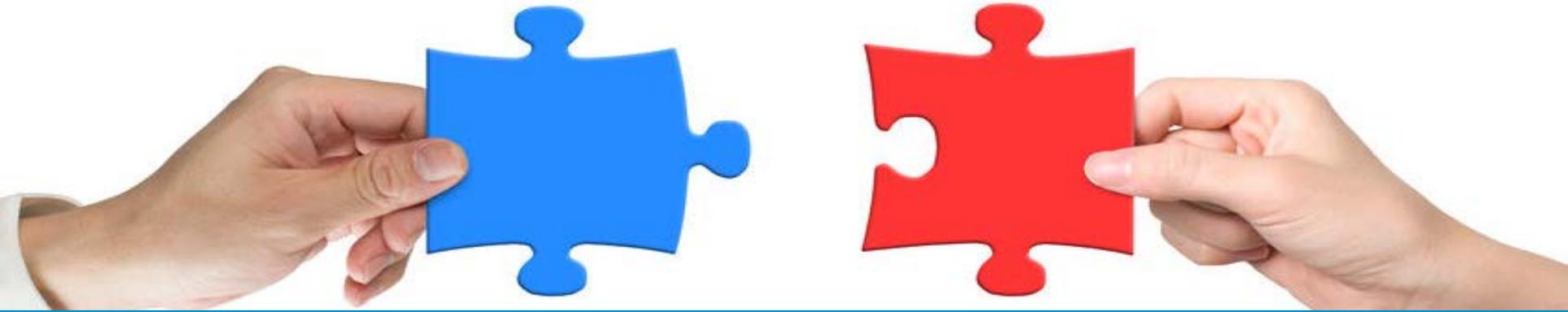
1. Establish a trusted PS executive / CFO working relationship.
2. Collaborate on growth strategies, seize opportunities, measure results.
3. Allocate resources to support profitable growth.
4. Leverage finance team's capabilities and insights to increase value to company.
5. Optimize processes, invest in technology, automate processes, repeat.

Benefits



- Profitable growth
- Strategic collaboration
- Partnership for change





UPLAND SOFTWARE TENROX PSA



The Upland Family of Cloud-Based Products

Built-for-purpose tools to suit your needs – delivered by a single, enterprise-class software company

	Category	What it Does
 ComSci by upland	IT Financial Management	Run IT as a business – with transparency, visibility & control
 PowerSteering by upland	Project Portfolio Management	Improve business results through top-down strategic planning and portfolio alignment.
 EclipsePPM by upland	Project Portfolio Management	Drive project & resource performance through simplified, out-of-box PPM
 EPMLive by upland	Project Portfolio Management	Improve results through bottom-up, execution-focused project management and collaboration.
 Tenrox by upland	Professional Services Automation	Streamline service delivery & resource management
 Timesheet by upland	Time & Expense Management	Automate project time tracking & client billing
 FileBound by upland	Document & Workflow Automation	Improve efficiency with end-to-end content & process automation
 Clickability by upland	Web Content Management	Boost brand awareness, increase engagement & drive conversions
 Mobile Commons by upland	Mobile Engagement Management	Drive and manage digital engagement through two-way SMS campaigns

Do you Often Ask ?

- Are you allocating your resources to low margin projects?
- How can you increase resource utilization?
- Are you experiencing revenue leakage due to billing delays and manual billing processes?
- Do you enter and re-enter data into multiple systems?
- How can you better manage scope change on fixed bid projects?

Professional Services Automation (PSA)



Increase Project Effectiveness

1

Achieve Better Visibility

2

Improve Planning & Forecasting

3

Top Reasons*

why services organizations implement PSA

Improve Resource Utilization

4

*According to a study performed by the National Computing Center

The Tenrox Value



- Best of breed PSA with built-in connectors
- Dedicated team for deployment & training
- Continuous support to ensure your success
- Intuitive UI coupled with unmatched feature set
- Visual workflow-driven architecture simplifies configuration and reduces learning curve
- Built on the Microsoft stack (SQL, .NET, SSRS)
- Proven turnkey solution built for organizations like yours

Tenrox PSA



Awards & Accolades:



Enables services organizations to improve service delivery and resource management, while streamlining accurate time and expense capture and billing.

Key Benefits & Capabilities:

- Monitor and increase resource utilization
- Increase control over fixed bid projects, scope change and employee-related expenditures
- Implement consistent project execution best practices
- Automate project compliance with labor and industry regulations
- Increase project visibility, workforce productivity and operational effectiveness
- Facilitate real-time communication and decision-making”

Key Functional Areas:

- Resource & Capacity Planning
- Project Planning
- Revenue Management
- Workflow Designer
- Time Tracking
- Expense Management
- Project Financials
- Analytics & Reporting
- Integration
- Mobile



Contact Us:



- ✓ Phone:
 - Direct: 450-688-3444
 - Toll free (US and Canada): 855-944-PLAN (7526)
- ✓ Email: info@uplandsoftware.com
- ✓ Website: www.tenrox.com
- ✓ Connect with us:



@tenrox



Tenrox



Company: Tenrox



Run smoothly. Change quickly. Achieve more.

Cloud-based enterprise work management software

Thank You!

