



Tenrox[®]

Integrated Operational Control & Compliance Software

Streamlining Business Processes for Project & Service Oriented Organizations PSA
An integrated approach to increased productivity and profitability

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July, 2001

WHITE PAPER

Abstract

Whether they are called PSA (Professional Services Automation), SPO (Service Process Optimization) solutions, SRM (Service Relationship Management) or any other variation, their ultimate goal is the same: maximize the performance of project or service oriented workers and companies. These solutions automate and integrate core business processes with the intent of increasing productivity and profitability. The challenge for project or service oriented organizations in evaluating such solutions lies not only in understanding the need to streamline their own processes, but also in analyzing software solutions from several vendors offering many different variations of PSA solutions. The scope of this paper is to assist you in identifying, simply, the key concepts of Professional Services Automation solutions. Furthermore, the features that such solutions should provide in order to ensure functionality and measurable, positive results for the organizations will also be outlined.

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INTRODUCTION

Most medium to large sized companies utilize single vendor software systems called ERPs (Enterprise Resource Planning) to centralize and manage their core business processes. ERP software provides accounting, HR, inventory, procurement and order processing functionality combined in one encompassing application. The major benefit of an ERP system is that it is an integrated set of software modules that can be used in conjunction with reporting tools to gain complete insight into the company's operations.

Because traditional enterprise systems such as ERPs and/or SCM (Supply Chain Management), have focused on the manufacturing or distribution sectors, companies within the service industry have had to rely on systems that are ineffective with respect to their particular needs. In attempt to meet their own needs, these companies have often to rely on a combination of unrelated systems such as project management tools, spreadsheets, in-house systems and paper-based systems, in effort to manage their core business processes. The result had often been a state of less than impressive efficiency.

Due to the continued aggressive adoption of IT, increased competition, increased customer expectations, globalization, scarcity of resources and technological innovations, service organizations are under constant pressure to maximize revenues, minimize project costs, produce more measurable results, improve productivity and increase customer satisfaction. In addition, using systems such as ERPs, independent project management tools, in-house applications, spreadsheets or paper-based systems will no longer be viewed as an effective method of increasing productivity for service or project oriented organizations.

Much like manufacturing or distribution companies, service organizations have their own unique business processes. If software applications are to be implemented in order to streamline such processes then the functionality these applications adopt must focus on the life cycle of services and projects and not on the functionality specific to the manufacturing or distribution of goods.

Some of the unique requirements for service or project oriented organizations are dictated by whether their projects are for cost centers (non-billable & based on budgets) or profit centers (billable). The term *Internal clients* describes most IT departments, either in R&D, product design, software development, engineering, etc. The projects or services implemented for these types of internal clients are based on corporate budgetary constraints and is non-billable work. *External clients* describes most Professional Service Organizations (PSOs) or any organization implementing projects or services for their clients based on billable rates.

Within both segments, the focal point is on implementing a project or a service, be it for their own company or their clients. As such, several questions need to be addressed:

How can organizations:

- Manage to deliver projects on time and within budget?
- Ensure that proper resources are in place to deliver such projects?
- Effectively report on project information in real time?
- Ensure that project information is accessible at all times by anyone?
- Ensure that employees focus on core responsibilities and not administrative tasks?
- Efficiently manage the life cycle of a service or project engagement?
- Streamline their key service or project processes for greater productivity?

The fact is, very few project or service oriented organizations efficiently deliver their services. Due to increased industry complexities and inefficient corporate processes, service workers are not focusing on their key responsibilities. They are instead being bombarded with increasing amounts of administrative tasks, technology issues, unmanageable workloads and lack of information. There is, therefore, a great need and an ever increasing demand for software applications that can render service or project organizations more productive and ultimately, more profitable.

PRESENTING PSA SOLUTIONS

PSA (Professional services automation) application, describes a set of software solutions that have been designed for project or service oriented organizations. In essence, PSA solutions streamline business processes for project or service organizations. They automate and integrate core business processes so that organizations within these industries can increase productivity and ultimately profitability.

Project or service oriented organizations are ridden with inefficient processes and behavior. Resources are not utilized at their optimal capacities; collaboration is less than ideal; billing cycles are lengthy, project status is based on out-dated information and project costs are not managed or known with certainty. All of these lead to a less than productive organization and lowered profitability. PSA solutions address these inefficiencies much like ERP solutions address the business processes within manufacturing organizations.

As a rising number of organizations operate under project or service oriented methods, establishing a streamlined and more productive approach to their core business processes is no longer a "nice to have" notion; it is a necessity. PSA solutions and PSA vendors are therefore addressing this need by leveraging, complementing and

enhancing the best features of CRM, HR, Project Management, and Accounting or ERP systems in order to deliver an integrated approach to increasing service efficiency.

JUSTIFICATION FOR IMPLEMENTING PSA SOLUTIONS

Benefits of PSA solutions

Given that PSA solutions streamline the life cycle of a service or project engagement, how can executives decide whether their own processes require improved efficiency and what measurable results can be derived from implementing a PSA solution?

Project or service oriented companies have traditionally been inconsistent in evaluating their performance metrics. Are billing rates used in an optimal way? Can project costs be managed more effectively? Are our resources used effectively? Is employee collaboration optimal for improved project results? Can billing cycles be improved in order to reduce Accounts Receivables? Organizations implementing projects or offering services are focusing on corporate and process efficiency more than ever. The challenge for PSA solutions is to provide functionality that delivers identifiable and measurable positive results to these organizations.

The ultimate benefits of PSA solutions are increased corporate productivity and profitability recognized within a short period of time. The ability of achieve such benefits is dependant upon the productivity of the company resources and the technology used in order to make project and service performance more effective. Specific benefits include:

- Increased employee productivity through more focused work
- Increasing in opportunities due to improved resource management
- More effective resource utilization and retention
- Improved client satisfaction due to quicker and more complete billing and lower project costs
- Overall operational efficiency
- Maximizing billable revenues
- Improved reporting capabilities for more effective decision making
- Quicker measurable results

All such benefits lead towards greatly improving corporate profitability.

Potential ROI

Based on the factors listed above the return on investment for PSA solutions can be impressive and are usually realized in a short period of time. In essence, increasing efficiencies through the numerous stages of a service engagement will produce substantial results for any sizable service organization. Such measurable results are often realized more quickly than compared to the results obtained from implementing

ERP systems. According to **David Hofferberth** of *The Aberdeen Group*: "PSA software users can expect a 3% to 8% increase in productivity."

Can my organization benefit from a PSA solution?

Regardless of the improvements in productivity, the ultimate successes of any PSA solution will depend upon and are still dictated by the current productivity of an organization's processes. If underlying corporate philosophies are inefficient, then implementing PSA solutions will not produce optimal results. Before evaluating external software, an organization needs to ensure that their internal business processes receive fine-tuning.

In evaluating whether an organization will benefit from a PSA solution, certain key questions should be asked: Will my organization benefit from:

- Increased collaboration amongst its project and service workers as well as clients
- Entering, tracking and receiving billable time and associated expenses in a more effective way
- Streamlining key business processes so employees can be more effective
- Improved tracking and reporting of multiple projects
- Improved resource allocation and utilization
- Improved management and control over project status, tasks and information
- Improved management and control of project costs & associated billing options

One of the key measurable concepts associated with implementing a PSA solution is the improvement of billable cycles. Increasing billing efficiencies reduces A/R days and creates improved financial liquidity. This is a clear measurable result worth evaluating for any organization with billable clients.

"PSA solutions can help organizations grow their businesses more intelligently, as they provide the tools that enable them to make better decisions, avoid costly mistakes, and give customers, partners and employees better insight into organizational performance - thus increasing communication and collaboration among all vested parties," explains **David Hofferberth**, of *The Aberdeen Group*.

STREAMLINING BUSINESS PROCESSES

As mentioned, PSA solutions streamline business processes for project or service oriented organizations. This section describes the core processes that are found within most service engagements and how PSA solutions go about streamlining them.

Which processes are improved?

PSA solutions streamline the critical processes of:

- Attracting business and contract (creating the demand for an engagement)
- Staffing and structuring the project
- Managing and executing the engagement
- Payments of services rendered

The process of managing demand for projects or services: The first process in any service engagement is the managing, identification and tracking of potential projects, opportunities, leads and proposals. PSA solutions enable organizations to more effectively manage, qualify and prioritize the demand for services and projects.

The process of searching for, assigning and scheduling resources: Once requirements have been identified for a given project, matching such requirements with the resources necessary and available to satisfy them is the next step. This can become complicated and inefficient for those companies that do not have ideal management and knowledge processes in place. PSA solutions enable improved tracking, deployment, matching and prioritizing of resources and their skills and availability to a given service engagement.

The process of managing projects: Ensuring that the information pertaining to project status, tasks, assignments, objectives and time frames is easily accessible and measurable by anyone. PSA solutions, much like already existing Project Management solutions, enable increased collaboration and overall communication. These solutions offer improved management efficiency and an overall view of the project status.

The process of tracking work “actuals”: During any service engagement the ability to capture and track time and expense information and their associated approvals is key. These “actuals”, whether for work accomplished, costs or billable time associated with projects provide the necessary information for effective project profitability and efficiency analysis. PSA solutions significantly streamline these processes for immediate efficiencies, enabling enhanced analysis, improved cash flows and compliance with business rules. Tracking “actuals” for most organizations is an exhaustive and inefficient process. The more efficient this process becomes, the greater the impact on financial liquidity. PSA solutions can significantly impact financial liquidity by streamlining this process.

The process of billing: Once “actuals” have been accumulated, the process of accurately and efficiently converting billable time and expenses into detailed invoices follows. Organizations are constantly waiting for service workers to enter appropriate project time and expense information in order to efficiently bill customers. PSA solutions streamline this process by enabling actuals to be converted into professional invoices. This streamlining reduces AR days and allows clients to receive invoices on time.

The process of acquiring knowledge, collaboration and communication: Within an organization and certainly during service engagements, the accessibility of information, documents, best practice methodologies, templates, libraries, and other pertinent information would certainly improve performance and productivity. PSA solutions enable a streamlined approach to capturing, sharing and searching for relevant documentation.

The process of requests and other process workflows: Within any service engagement, issues or requests always seem to appear. Whether it is for additional work, or for simple follow up. The way organizations typically process requests is through a combination of email messages, calendar to-do lists, phone calls and voice mails. This communication style results in lowered productivity and effectiveness. Certain PSA solutions streamline this process by managing all requests and issues pertaining to a service engagement. Requests can be prioritized, resolved, alert-triggered, approved and analyzed efficiently. Thus, improving productivity and performance.

The process of purchase requisition: During a service engagement, purchase requests are usually anticipated for either, equipment, material or outsourced human resources necessary to complete a project. Some PSA solutions offer such workflows in order to reduce administrative costs pertaining to the purchasing of such resources. They are also useful for enabling requisition tracking, P.O processing, shorten fulfillment cycles and streamlining the approval process.

The process of integration: As mentioned, PSA solutions leverage, complement and enhance the best features of CRM, HR system, Project Management, and Accounting or ERP systems in order to deliver an integrated approach to service efficiency. However, there are several enterprise systems already in use by project or service oriented organizations. PSA solutions therefore leverage the use of these established corporate systems through proper integration. The most common integrations are with Project Management, Accounting, ERP and email systems.

The process of reporting: The difficulty for most organizations is not in possessing the data; it's in identifying and obtaining the data. Most organizations with inefficient reporting capabilities can only access project information that was relevant a few weeks or months ago. PSA solutions enable real-time access to insightful business metrics pertaining to project status, activities, utilization, clients, requests, revenues, costs, or any other metric. Furthermore, such systems also offer flexibility to generate detailed reports using popular reporting writers or Business Intelligence (OLAP tools). These tools provide real-time, detailed project information in either graphical or text form thereby allowing more effective decision-making.

CORE COMPONENTS OF PSA SOLUTIONS

Upon researching PSA solutions, one thing is apparent: there are many solutions offering a wide variety of functionally, options and components. The scope of this section is to focus on the core components and key functionalities that PSA solutions presently have or should have.

Opportunity Management (OM): The ability of managing, identifying and tracking potential projects, opportunities, leads and proposals enables organizations to better manage, qualify and prioritize the demand for services and projects. OM should include proposal management, pipeline analysis, revenue forecasting, resource requirements, competitive analysis, win/loss reports and performance statistics.

Resource Management: This Enables improved tracking, deployment, matching and prioritizing of resources according to skills, availability and business practices with respect to a given service engagement. As a key component within a PSA solution, Resource Management enables improved resource utilization and should have the option to be viewed and managed by individual, project, team, group, client, etc.

Project Management: This ensures that information pertaining to project status, tasks, assignments, objectives and time frames is easily accessible and measurable by anyone. PM tracking increases collaboration and communication; it also permits a complete view of project status. This tracking tool should include work breakdown structure (WBS), engagement tracking, multiple levels for budgeting amounts, durations, schemes, thresholds and certainly integration with scheduling tools such as Ms Project or Primavera Project Planner. As the de-facto Project management tool presently used within organizations today, no PSA solution would be complete without seamless bi-directional OLE integration with tools such as MS Project or Primavera Project Planner.

Timesheet & Expense Management: One of the most crucial and under developed areas within Professional Services Automation solutions is that of Timesheet and Expense management. Most Professional Services Automation solutions simply offer generic or basic functionality within this category - offering primitive and simple workflows for time or expense entry and approval. However, it will be those vendors that have developed deep functionality within this category that will ensure a greater ROI for their customers. Professional Services Automation solutions that offer strong functionality here will not only significantly streamline the processes for immediate efficiencies, but also enable enhanced analysis, improved financial liquidity and compliance with business rules. The submission of Timesheet and Expense Reports for work accomplished or costs and billable time provides the necessary information for effective project analysis. Functionalities and features should include, but be not limited to: validation and approvals, compliance reporting, various timesheet & expense views, supervisory controls, multiple notes, document attachments and work assignment, regional holidays, multi-currency, overtime & administrative tasks

processing, constraints, adjustments, status indicators, mass updates, auto time entry, compliance with regulation settings for governmental and regional guidelines, expense markups & document/receipt attachments, thresholds, foreign currency conversions, comparison of actual with planned time, multiple sites & scoping, seamless integration with payroll, accounting and project management applications.

Project/Revenue & Cost Accounting: The ability to convert billable time & expense information into detailed invoices and the ability to improve cash flows with automated billing and time capture are essential components within this category. It is important to understand that billing is not as straightforward as sending billable time & expense to be invoiced. There are numerous settings, calculations and options that must be working simultaneously in order to ensure effective invoicing. Whether to apply multiple billing & cost rules to the same project, client, team or consultant is an important consideration when evaluating such systems. Regardless, features that should be present are: flexible cost and billing rate engine, support for dependencies, history, customizable rules, fixed/hourly/daily/custom rates, split billing settings, multi-currency support, tax category and jurisdictions, various adjustment types, include notes within invoice, maintain invoice history, invoicing and payroll wizards and payment processing, provide detailed information regarding work in progress (WIP), seamless integration with enterprise accounting systems.

Knowledge Management: This is a streamlined approach to improving knowledge sharing across the entire organization. Knowledge management results in improved accessibility of information, documents, best practice methodologies, templates, libraries, and other pertinent information. Resulting in improved performance and productivity. Some features include: hierarchical views of the entire organization, knowledge repositories, document management, full text search, best practice templates, keyword searches, advanced queries, company policies, organization and index documents, security features to document knowledge, collaboration areas to share ideas.

Purchasing workflows: This component provides workflow capabilities to streamlining the purchase of resources, be they, material or equipment. Benefits include reduction in administrative costs, enable requisition tracking, P.O processing, shortened fulfillment cycles and streamline the approval process. Some features include: supplier integration, customizable workflow engine, routing requisitions for approval, assignment business rules, email notifications, document attachments, receipt attachment, integration with expense and invoicing modules.

Request & Issue Management: Another under developed component within PSA solutions is the concept of workflows. A workflow helps manage and streamline the flow of business processes. Certain features would include: prioritizing, alert-triggered notifications, approval process, escalation, classification, notes, document attachments, assigning, tracking and reporting on various issue types including client issues, change requests, feature tracking, bug tracking, tasks, milestones, reporting and search capabilities, a customizable workflow engine, advanced queries, support for role based transitions.

Reporting Management: This component enables the ability to generate real-time access to insightful business metrics pertaining to project status, activities, utilization, clients, requests, revenues, costs, or any other metric. Some features would include: numerous pre-canned reports, customizable reports, OLAP based multi dimensional data analysis, support or integration with other Business Intelligence tools, import/export features, customizable home views or portals for executives, managers or users.

EXTENDED COMPONENTS:

Some other components that may be offered by some PSA vendors are:

CRM Management: Manage client relationships, client action items and correspondence

HR Management: Manage end-to-end human resource/employee functions (interview, hire to retire)

Complete Enterprise Accounting: GL, A/R, A/P, etc. Although most PSA solutions integrate with 3rd party accounting solutions, there are some that offer complete accounting functionality.

SPECIFIC FUNCTIONALITIES TO LOOK FOR:

As mentioned, there are several PSA solutions offering variations on the theme. Beyond the core components described above, there are specific functionalities to look for in order to properly evaluate any PSA solution:

Integration: Integration functionality dictates the usability of PSA solutions in real corporate environments. The 3 types of integration are: File based, Batch or Live integration. (See our white paper on Integration methods for further detailed information). The preferred method is almost always a live integration. Live integrations permit seamless interaction between the PSA system and major Project Management, ERP, Payroll, CRM, email and Accounting applications. Such integrations improve overall usability, functionality, reporting and client's return on investment.

Reporting: The presence of extensive reporting capabilities across the entire application, such as numerous pre-canned reports, customizable reporting engine, OLAP capabilities, support for business intelligence tools, the ability to import/export and customizable home views should be considered an integral part of any PSA system.

Access: A PSA system need to be fully accessible. Methods of accessibility to consider are: extended web access, email access, wireless, and windows based entry.

Customization: No application fits an organization with 100% usability. The functionality for customizable applications enables increased usage and return on investment of any enterprise software. Such is the case for PSA solutions. The presence of a customizable workflow engine, customizable views, terminology, customizable web pages and reports is vital.

Software Development Kit/API: PSA solutions that offer a well-documented software development kit (SDK) or API are of a higher value than those without. This will enable the organization to develop enhancements and extensions to the application. The SDK or API can be used to extract and manipulate data from a local or remote database, or exchange data with other third party applications. It can also be used to develop: Import/Export plug-ins, enhancements to core product, customized base functionality or look, and tight integration with other third party software.

Administrative organization: This functionality includes features for monitoring, setting up and deploying the application. Administrative functionality such as: Organization Breakdown Structure (OBS) management, site management, business rules, extensive component based security profiles, access rights, audit trails, General ledger and terminology settings are necessary for a PSA system to be effective.

Additional functionality: Multi-site & scoping allow users, managers and administrators of each office to have access only to site-specific information. Other important functions of an effective PSA solution include: scalability; batch processing for automatic reporting, budget analysis, background services and automatic sync technology; automatic alerts and system triggered notification emails, multi language solutions and Windows NT authentication.

A BEST OF BREED APPROACH

In these times of globalization, rapid technological change and extreme competition, some organizations tend to adopt a best of breed approach. They select software based on the company's current needs from vendors who specialize in addressing the requirement of a specific niche. This multi vendor scaled enterprise software strategy has been seen by some as a preferred way of dealing with change and achieving increased and fast ROI on IT infrastructure investments.

Most project or service organizations have already invested in traditional enterprise applications such as CRM, Project management, and ERP or Accounting systems. Implementing a complete end-to-end PSA solution (from CRM to enterprise accounting) for these organizations is not an option, because they have already invested considerable amounts on implementation and training for their enterprise systems. Their only option is to implementing a PSA solution that can leverage the functionality of the existing enterprise systems in order to achieve complete end-to-end PSA functionality. There is therefore, no need to replace existing systems.

At the other end of the spectrum are organizations seeking to implement new enterprise wide applications. Implementing a best of breed approach for these

organizations will result in truly deep PSA functionality across all enterprise systems. Implementing a best of breed approach would consist of the following:

Best of breed CRM solution + Best of breed PM solution + Best of breed PSA solution
+ Best of breed ERP/Accounting (a best of breed HR system can also be included)

There are some that would dispute the efficiencies of such a multi-vendor strategy stating integration, updates, training, upgrades, multiple vendor issues, etc. This multi-vendor approach can create mountains of data that are difficult for other business systems to access; sometimes this approach can even require the re-keying of information. However, rarely can one application or vendor excel at all its embedded components. ERP, accounting and project management systems certainly do not. The timesheet & expense industries for example, have flourished due to the inadequacies of ERP, Accounting and Project management systems to effectively address these requirements. There are too many changing technologies, market needs, domain specific know-how, features, attributes, functionality, and components to upgrade, support, enhance and develop within all major enterprise systems for one vendor to ensure client, or rather industry satisfaction.

Adopting a best of breed strategy will enable an organization to enjoy the most advanced functionalities within each enterprise software category. A best of breed PSA solution focuses on developing its core competencies. Despite many PSA vendors stating they “do it all”, the fact is that most excel in only certain areas of the application. All PSA solutions have their strengths and weaknesses. The challenge is to determine which strengths an organization wishes to focus on and then adopt that PSA solution as a part of a best of breed strategy.

The core competencies of PSA solutions are Resource Management, Project management, timesheet & expense report management and project accounting. However, as described earlier, one of the most over looked areas within PSA solutions is that of timesheet, expense and project accounting. Most vendors have only included basic functionality here. Those vendors that offer extensive features and functionality within these areas understand the importance of these components in delivering a more complete solution to the service or project oriented organization. Tenrox’s PSA solution, called Tenrox PSA, offers industry-leading functionality within this category. Time, expense and project accounting are key components to effective reporting and managing of financial data. Without deep functionality in these areas, a PSA solution is simply not as effective as it should be.



While the entire organization benefits from increased functionality in all major practice areas of a project/ service engagements, the critical of integration remains ever present.

EVALUATING A PSA SOLUTION

- **The functionality described in previous sections should be available.**
- **Consistency and integration within:** Although PSA solutions are offered on a modular basis, some modules may lack integration, especially if they were assembled through acquisition. The automation of business processes is not enough, all modules within a PSA solution must be tuned and integrated to meet the needs of the organization using the application.
- **Affordability:** Price is always a consideration. Proper industry research will uncover price to functionality ratios.
- **Usability:** Any system is only as good as its usability. Users, managers and executives will adopt applications that are straightforward to use more rapidly. Thus, enabling a quicker ROI. The quickest or most powerful solutions will not be effective if they are too complicated or burdensome to use.
- **Corporate focus:** As mentioned, PSA solutions offer a variety of features and components. Determining which are more important to your organization is key to choosing the right system.
- **Vendor viability:** Evaluate whether vendors will be around in a few years to continue supporting and developing their solutions. Many PSA vendors sprouted onto the market over the past 2-3 years during the economic hype. Some, operating as public companies, enjoyed high stock valuations at the market's peak and have since decreased to sub dollar levels due to rather poor corporate performance and unrealistic business models. The key is a clear business focus; the focus should be on technology improvements and application functionality, NOT on the marketing of the solution. Is the vendor presently profitable? Will they ever be? How many client installations do they have and what have been the results of those installations?

In order to further assist organizations with their evaluation of PSA solutions, Tenrox has prepared a standard RFP template. This document highlights questions that should be asked and how they should be formulated in order to receive effective responses from PSA Vendors. A free copy of this RFP template can be obtained by simply emailing evaluation_guide@tenrox.com. Please specify which evaluation guide you would like to receive.

CONCLUSION

Each type of PSA solution has its own strengths and limitations. One solution isn't necessarily better than any other. However, there are certainly those that shine in specific areas. Determining which areas are important to your business is key in selecting the most effective solution. However, ensuring that your organization has effective processes already in place will ultimately assist in implementing a PSA solution more effectively. Enterprise software solutions are only as good and as effective as the organization's business methodologies and practices already in place.

Predictions for PSA solutions:

The PSA industry is far from mature. Added functionality, focus, and better understanding of what PSA solutions should accomplish will occupy most vendors wanting to offer industry-leading capabilities. The following are some predictions for the next few years:

- More vendors will attempt to offer end-to-end solutions, from CRM to full accounting.
- Enterprise systems such as Project Management, HR, ERP and accounting will enhance their PSA functionality in order to compete within this space.
- Consolidation: Large PM, HR, ERP and Accounting vendors, wanting to offer increased service chain functionalities will merge or acquire some PSA vendors.
- More consolidation and OEM (Original Equipment Manufacturer) relationships: some PSA vendors will continue to acquire software companies or OEM relationships with the intent of improving specific functionalities such as Resource Management, Project management, timesheet & expense management, collaboration, etc.
- Some PSA vendors will focus on a best of breed approach, developing powerful functionality within core PSA components as discussed.

This white paper's objective was to describe the key concepts of PSA solutions as well as general features that such solutions should provide in order to ensure functionality that delivers measurable positive, results to organizations that implement them.

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Notes
