

In a **competitive arena** you need to manage overhead on projects, hold down bid and proposal costs, and get the **maximum value** from time and **resources** spent in training staff.

Organizations that provide professional services face intense pressures today. During downturns potential clients looking to cut costs often start by eliminating or deferring assistance from “outside services” and may be slow to bring them back as conditions improve. Reduced demand drives down prices, and buyers come to expect competitive pricing, not just value pricing. Providers that have used expertise in a specific industry as a competitive differentiator find they have narrowed their opportunity and become vulnerable to fluctuations in a few markets.

Facing these challenges, you need to increase utilization of billable resources, generate more revenue, prevent margins from eroding and sustain profitability. You need to push current projects to completion and find new clients. You have to sharpen sales efficiency and win more competitive opportunities. You must manage overhead on projects, hold down bid and proposal costs, and get the maximum value from time and resources spent in training staff.

The role of Finance is more central than ever. Today it extends beyond managing spending and preparing the budget to providing analysis of the financial implications of actions across the business and advising decision-makers at all levels and departments.

Host Analytics can help. For more than 10 years, we have been helping dozens of service providers such as you to improve these and other processes and realize significant benefits by using our Host Analytics Corporate Performance Management (CPM) suite. The suite includes fully integrated modules for budgeting and planning, revenue planning, reporting and analysis, financial consolidation, and scorecarding and dashboarding. It can help you improve performance in many critical tasks including these:

**Utilization Forecasting** – Track the percentage of time your resources are billable. Forecast the utilization rate for each week and compare it to the actual. Model the impacts of improving forecast accuracy.

**Bill Rate** – Determine the average billable rate achieved by type of consultant. Model changes necessary to bring lower-billed staff up to higher rates.

**Cost of Services Delivered** – Measure trends in costs, including ratio of support staff to professional staff, and impact on gross margins. Model cost reductions based on maturity of services and best practices.

**Profit by Practice and Project** – Break down profit by service lines and individual projects. Identify factors increasing or decreasing profit for each and model ways to increase profitability.

**Client Profitability** – Determine which are most profitable and their percentage of the total business. Model the impacts of improving profitability of less profitable clients or redirecting those resources to other projects.



### pains

- External services are often among the first victims of companies' cost-cutting in weak economies
- In a buyer's market more companies view services as commodities differentiated by price
- Backlog of projects on hold can impede revenue flow while fixed costs continue
- Over-specialization can squeeze opportunities when specific markets turn downward

### benefits

- Forward-looking plans and forecasts help prepare for and adapt to market changes
- Revenue planning helps predict demand and identify the best opportunities
- Automated consolidation speeds the financial close and makes the latest information available
- Analysis turns data into actionable information to support decisions in finance and operations
- Using scorecards and dashboards, everyone can monitor performance and focus on goals and improvement

**Host Analytics CPM helps you get the information you need to make decisions that determine the success of your business. Finance professionals can take charge of their key responsibilities and provide valuable input into operations and executive strategizing and decision-making.**

**Budgeting and Planning** enables forward-looking plans and forecasts so you'll be ready when market changes happen. You can compare actuals vs. budget, reforecast easily as necessary so the budget is always timely, and maximize cash flow.

**Revenue Planning** facilitates demand and forecasting so you put resources into the most profitable projects. It provides guidance to optimize utilization, sales efforts and pricing and billing, so each factor contributes to efficiency of operations and revenue generation.

**Financial Consolidation** automates and speeds the financial close, reduces the cost and effort of closing and lets you put the latest information in the hands of executives at once to prepare them better for decision-making.

**Reporting and Analysis** turn your data into actionable information to support key decisions in finance and operations. Workflow ensures that all people who should contribute to decisions do so in the proper order.

**Scorecarding and Dashboarding** provide the visibility required for employees, managers and executives to understand and track their performance and that of their reports. These easy-to-use tools keep everyone focused on the right objectives and provide direction for performance improvement.

Delivered through Software-as-a-Service (SaaS), Host Analytics CPM allows you to avoid significant costs for new hardware purchases, software licenses and IT staff, and its rapid implementation enables you to begin improving processes and performance right away.

Host Analytics knows what matters to finance professionals in your business and industry. With our help you see the full implications of decisions, both risk and reward. You ensure that decisions are made on a sound financial basis that allocates money and resources wisely. You gain confidence that your operational processes are efficient, from prospect qualification and sales wins through resource utilization and project completion rates to expanding accounts and finding new ones, leading to superior financial results in cash flow, revenue growth and greater profitability.



**“Host Analytics will enable us to offer superior functionality to our current customers and to potential new ones.”**

**—Alan Collingham  
Business Analyst  
Aon Consulting**

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