# The Intelligent Enterprise for the Professional Services Industry

Facing disruptions and introducing innovations to provide a positive customer experience

THE BEST RUN **SAP**

# An Industry Facing Disruption

Will the largest services firms of the future have far fewer employees and more freelancers, and will they deliver everything as digital services? For years, the industry was built on the "leveraged talent" model, relying on teams of top experts. Today, that model is giving way as firms automate basic tasks, develop digital knowledge-based products, and rely more on a network of non-employee workers.

Never before has technological advancement offered more innovation and transformation opportunities for this industry. Intelligent technologies allow firms to grow revenue without increasing headcount. When COVID-19 transformed our world to a virtual one overnight, professional services firms were forced to cope with accelerating industry trends.

**Digital delivery:** It has become imperative for firms to radically rethink their business models and deliver services digitally through subscription platforms in order to deliver better client and employee experiences. This approach still requires expert resources to develop and train the platform and make it scalable and available across geographies. The result of this effort is enabling firms to unlock the value of nonlinear growth.

**Rise of the virtual firm:** Under the pressures of the global pandemic, long-term virtual work has become a reality. Many companies are opting to make remote work permanent. On the other hand, the emerging technologies such as AI and digital automation, together with global, virtual collaboration platforms, help firms improve productivity and increase the use of freelance or contingent resources to enable a flexible workforce.

**Sustainable and responsible behavior:** Through new regulations or the changed working environment mentioned above, but also due to critical environmental and climate change, individuals and companies are increasingly focused on achieving sustainability goals. Adopting sustainable practices also unveils business opportunities, whether by reducing emissions by climate action, reducing waste, or adopting socially responsible practices and digitally tracking the results.

**Disruptive market entrants:** We are seeing technology-driven automation lower the cost to deliver services and transform the way clients consume services. These changes have removed many barriers for new market entrants who can offer services that can now be performed more efficiently, digitally, virtually, and with full automation at a significantly lower cost.

## Disrupting the Rules

Customers expect services that are available anytime and anywhere and outcomes that will make their experience an outstanding one – where delivery is flawless yet simple, technology is intelligent and invisible, and privacy, security, and trust are assumed and assured. They don't want to be sold to or influenced. They want to be inspired, guided, educated, and helped; and they will remain loyal to and reward those companies that differentiate based on personalized experiences and outcomes.
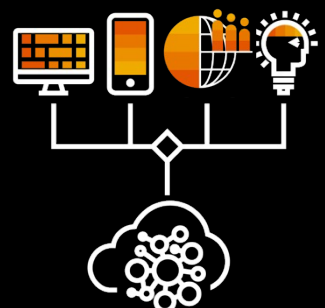
# Strategies for Professional Services Companies to Run as Intelligent Enterprises

Professional services firms are often seen as the vanguard of digital transformation for their clients. However, they are beginning to realize that no industry is immune to digital disruption. Firms are now experiencing this disruption themselves – amplified and accelerated by the COVID-19 pandemic – with major trends impacting how they engage with clients, how they are structured, and who they compete against. Professional services firms must use market dynamics and execute on key strategic priorities to create and capture new business opportunities in a digital environment.

**Outcome-based engagements:** The simple "time and materials" business model that proved highly profitable for professional services organizations in the past is being replaced by outcome-based models. Clients are increasingly focused on the business outcome of an engagement rather than the effort involved, and they are negotiating prices and relationships accordingly. The key lever for firms is to adopt a superior bidding process resulting in accurate proposals that will ensure predictability and repeatability of outcomes, and thus minimize delivery risks.

**Talent networks:** Digitalization of talent has made new business models possible by identifying, classifying, and attracting talent on an as-needed basis outside the boundaries of a firm, and effectively integrating talent into one team based on powerful virtual learning and collaboration platforms.

**Knowledge as a service:** Professional services firms are realizing that they have valuable expertise and content that can benefit their customers beyond the typical face-to-face engagement model. In the past, intellectual property was available for customers only in formal engagements and was a key point of differentiation. However, innovative service firms continue to productize their service lines, create knowledge "vaults," and monetize their institutional expertise – a model that has proven in the COVID-19 pandemic to deliver a highly resilient revenue stream.

## Enabling New Business Models

As part of the transformation of professional services firms, their "process infrastructure" must be adapted to the emerging business models and address the full lifecycle of the new delivery models and workforce management strategies.

A management consulting firm looked to SAP to replace its existing, "antiquated" legacy ERP systems and provide new ways to radically transform and change finance and operations processes. By implementing SAP® solutions, the company was able to transform and simplify its core business processes to enable new business models, streamline operations, reduce costs, and improve efficiencies.

Read the story.

# From Common Practices
## to the Vertical Edge

In a digital world, innovation is no longer just the domain of the research and development teams. Innovation must become an integral part of each department and discipline so that they all contribute to the evolution from industry common practices to next practices, right to the "vertical edge." This enables cross-functional teams to experiment with new ways to create unique value for customers, thus generating top-line, bottom-line, and green-line improvements.

| | Common Practices | Next Practices | Vertical Edge |
|---|---|---|---|
| **OUTCOME-BASED ENGAGEMENTS** | <ul><li>Siloed functions and processes: Bid – execution – outcomes</li><li>Highly manual, labor-intensive processes</li><li>Limited visibility into measurable outcomes to drive customer satisfaction and employee engagement</li></ul> | <ul><li>Integrated value chain</li><li>Prioritized innovations and reused services</li><li>Embedded automation and intelligence to drive efficiency and seamless delivery</li><li>Execution planned against agreed-upon business metrics</li></ul> | <ul><li>Innovative business models</li><li>Deep insights used across the entire value chain to deliver measurable outcomes</li><li>Guided, simplified, and automated processes embedded with digitalized expertise and AI</li><li>Increasing percentage of revenue from data-intensive services</li><li>Personalized customer offerings</li></ul> |
| **TALENT NETWORKS** | <ul><li>Sales disconnected from operations</li><li>Resources and skills availability not considered during the opportunity pursuit</li><li>Reactive and tribal resource management starting at the time of win, managed generally offline</li><li>Limited use of contingent workers and freelancers</li></ul> | <ul><li>Optimized collaboration processes between sales and operations</li><li>Deeper visibility across internal and external resources</li><li>Resource visibility that starts with the bid or opportunity and flows into engagement execution</li></ul> | <ul><li>Strategic visibility of the balance between demand for and supply of resources across systems and talent networks</li><li>Optimized strategic sales and operations planning based on scenario planning and simulations</li><li>Ability to intelligently identify and match best resources available</li><li>Increased access to talent networks for top expertise and the most flexible workforce</li></ul> |
| **KNOWLEDGE AS A SERVICE** | <ul><li>High dependency on top talent to be available to win and deliver work</li><li>Revenue from services offered to customers driving linear growth and generally capped to available resources</li><li>Related services managed separately from quote to billing</li></ul> | <ul><li>Institutionalized and digitalized knowledge and expertise</li><li>Monetized data and insights</li><li>Digital services creating nonlinear revenue streams</li></ul> | <ul><li>Increased service innovation due to blurring industry lines</li><li>Digital platforms enabling high-value digital services and products on an anytime, anywhere basis to establish long-term customer relationships</li><li>Delivery of higher value at low or no incremental cost</li><li>Loyal customers who increase the demand for more services and products that are bundled and seamlessly delivered for the best customer experience</li></ul> |

## Reframing Business Models

Business model innovation will win the day in the professional services industry. The leading professional services firms use deep, actionable insights to deliver measurable outcomes, and they draw an increasing percentage of revenue from data-intensive services. Monetizing their knowledge and expertise with digital services, offered on global platforms and networks as subscriptions with flexible billing options, professional services firms can achieve nonlinear growth and tremendous differentiation.

## Accenture – Deliver Value and Innovation at Scale

Accenture built a groundbreaking system to allow the company to change across every dimension of its businesses, helping deliver value and innovation across the enterprise with insight, agility, and efficiency in all aspects of the work.
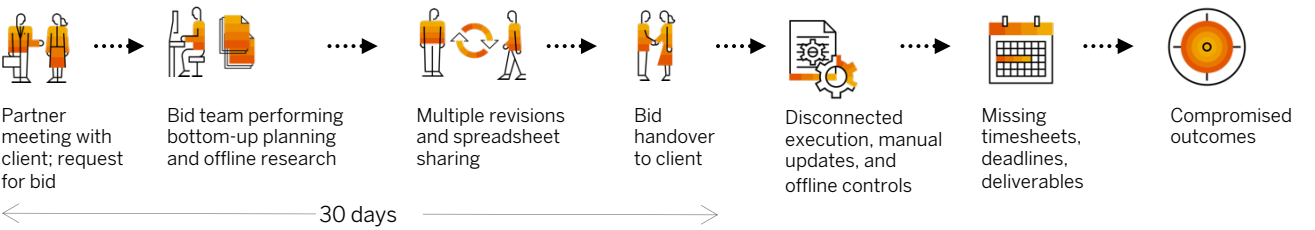
Read the customer story.

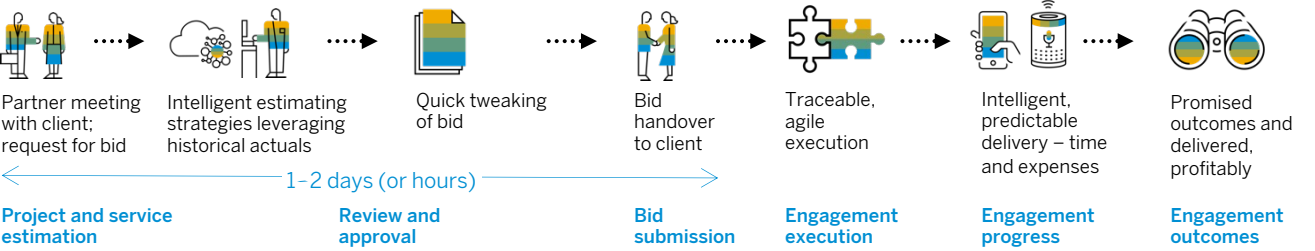# Enabling Outcome-Based Engagements: Intelligent Bids and Delivery Excellence

Building competitive bids to meet the more and more sophisticated customer requirements, and at the same time ensuring that the engagement is executed successfully and profitably, is becoming an insurmountable task in today's instantaneous business environment.

Imagine a platform that underpins and connects the key processes of the value chain bid management – perfectly orchestrated execution, delivery, and outcomes – to help ensure that the results of an engagement translate into the expected customer outcomes. This platform understands your unstructured customer requirements and translates them into packages of work that you can estimate intelligently based on proven past experiences. It immediately identifies similar past bids and projects and recommends the closest fit so that you can provide your customer with a timely proposal. And it can go even further – it recommends the best mix of skills, prompts you on resource availability, and, based on previous learning, advises you on what to do or to avoid to deliver successfully. Last but not least, it intelligently captures time, effort, and expenses to help provide the confidence of flawless execution.

## COMMON PRACTICE



| Partner meeting with client; request for bid | Bid team performing bottom-up planning and offline research | Multiple revisions and spreadsheet sharing | Bid handover to client | Disconnected execution, manual updates, and offline controls | Missing timesheets, deadlines, deliverables | Compromised outcomes |

← 30 days →

## NEXT PRACTICE



| Partner meeting with client; request for bid | Intelligent estimating strategies leveraging historical actuals | Quick tweaking of bid | Bid handover to client | Traceable, agile execution | Intelligent, predictable delivery – time and expenses | Promised outcomes and delivered, profitably |

← 1–2 days (or hours) →

| Project and service estimation | Review and approval | Bid submission | Engagement execution | Engagement progress | Engagement outcomes |

## Top Value Drivers

| **10%** | **1%** | **Improved** | **80%** |
|---|---|---|---|
| **Higher** win rate in sales pursuits[1] | **Increase** in resource utilization, resulting in a significant impact on overall firm profitability[1] | **Customer** satisfaction due to responsiveness; reduced time to propose[1] | of project profitability is determined at the bid stage, and more than half of all projects do not deliver to plan.[2] |

1. Benefits are based on results from early adopters of SAP S/4HANA or are conservative outside-in estimates of the benefits of moving from a traditional ERP system to enhanced SAP S/4HANA with line-of-business and cloud capabilities. As each enterprise is at a different level of maturity, our recommendation is that you work with SAP to determine the value proposition for your enterprise.
2. Study conducted by the SAP Value Management program team.

# Enable Outcome-Based Engagements

Professional services firms will be able to offer customers new approaches to pricing and delivering services based on flexible outcomes. That means delivery of services will go beyond traditional effort-based models. Outcome-based contracts provide a more sophisticated pricing model that requires clear definition of outcomes and an assessment of value creation. Outcome-based models transfer much of the project risk from the client to the service provider to enable more predictable performance for the client while allowing the service provider to execute on its proven areas of expertise. Outcome-based contracts can take many forms, from the outsourcing of an IT department to the replacement of a client's accounting function by a firm equipped to handle all related processes.

## Reimagine Next Practices for Profitable Outcome-Based Engagements

### Bid creation

Transparency throughout engagements end to end helps companies:

- Learn from previous engagements
- Identify existing bids that can be reused
- Identify opportunities with a high probability to win

### Workforce

Intelligent insight into demand, skills, and interests enables:

- Predictions of demand based on the pipeline and backlog to plan accordingly
- Finding staff with the right skills, rates, and availability across internal and external resource pools

### Delivery

Real-time capturing of outcomes, efforts, and expenses support:

- Prevention and early detection of risks
- Informed decisions based on reliable forecasts
- Timely and accurate billing

### Bill and recognize

Automated and optimized financial operations deliver:

- Support for multiple different revenue recognition and billing models in real time without reconciliation
- A single invoice across all billing types for services, projects, and products

## Drive Positive Impact on Your Business

### Winning bids

- More-accurate estimates
- Efficient bid creation
- Increased win rate
- Lower cost of sales

### Best people for the job

- Faster time to staff
- Increased utilization
- Increased employee satisfaction

### On time, on budget

- Reduced risk
- Better spend management
- Increased productivity
- More profitable engagements

### Accurate invoices

- Increased compliance
- Reduced revenue leakage
- Reduced closing time
- Decreased days sales outstanding (DSO)

## Driving Standardization, Digital Transformation, and Automation of End-to-End Business Processes

Deloitte Africa wanted to replace its disparate legacy systems with a single intelligent solution, standardizing its business processes, delivering consolidated analytics and insight to executive leadership, and digitalizing the user experience. One solution for Africa unlocks the power of data to provide intelligence and insight to the executives, improving user experiences, optimizing costs, and eliminating manual intervention in consolidation and reporting.

"To build a common IT platform, Deloitte Africa chose multiple cloud solutions from SAP, co-innovated with SAP, and harnessed the Deloitte Consulting implementation team to ensure a successful digital transformation and leadership in professional services on the continent."

Jennifer McDonald, CFO, Deloitte Africa

# SAP Solutions: Enabling Outcome-Based Engagements

Delivering outcome-based engagements profitably requires new business capabilities – provided by our professional services solutions through our intelligent enterprise approach.

### Business Development and Sales
- Automatic scoring and ranking of opportunities to streamline sales processes and improve pipeline predictability and revenue growth
- Analysis and insights from previous projects and the ability to reuse previous bids for faster bid creation of more-accurate bids

### Total Talent Management
- Resource demand forecast based on the pipeline and backlog, for timely workforce alignment measures and increased utilization
- Streamlined and intelligent search, sourcing, and management of resources across internal and external resource pools, for faster time to staff
- Insight into employee sentiment, for targeted actions that lead to increased employee engagement and lower attrition
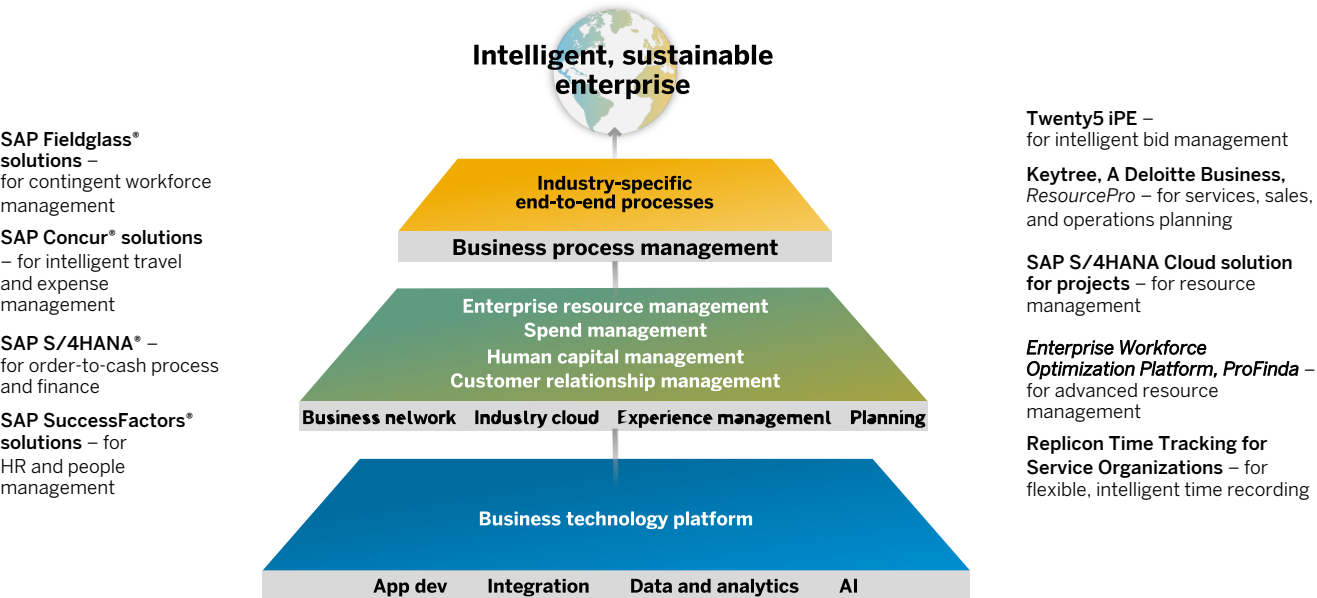
### Customer Project Management
- Integrated project management tools optimized to help your professional service organization deliver projects on time and within budget
- Activity-based time recording on any device for timely and accurate billing and invoicing
- Project-progress monitoring for on-time and on-budget delivery and completion

### Core Finance
- Highly automated project accounting, work-in-progress management, and simplified revenue recognition processing for improved project performance, timely risk mitigation, and reduced project management cost
- Flexible billing process for outcome-based services to enable business model transformation
- Faster, compliant financial close with less cost and effort to gain greater financial insight and control
- Automated line-item matching to enhance accounts receivables

The architecture for the Intelligent Enterprise for professional services starts with SAP Business Technology Platform and business applications from SAP, including industry cloud solutions that support organizations with their industry-specific end-to-end processes.

**SAP Fieldglass® solutions** – for contingent workforce management

**SAP Concur® solutions** – for intelligent travel and expense management

**SAP S/4HANA®** – for order-to-cash process and finance

**SAP SuccessFactors® solutions** – for HR and people management

**Twenty5 iPE** – for intelligent bid management

**Keytree, A Deloitte Business,** *ResourcePro* – for services, sales, and operations planning

**SAP S/4HANA Cloud solution for projects** – for resource management

*Enterprise Workforce Optimization Platform, ProFinda* – for advanced resource management

**Replicon Time Tracking for Service Organizations** – for flexible, intelligent time recording

**Intelligent, sustainable enterprise**

Industry-specific end-to-end processes

Business process management

Enterprise resource management
Spend management
Human capital management
Customer relationship management

Business network | Industry cloud | Experience management | Planning

Business technology platform

App dev | Integration | Data and analytics | AI

## Tapping New Lines of Business During Digital Transformation in the Cloud

Global systems integrator Nagarro ES advises customers on technology and IT services. The line of business in the area of SAP solution consulting prompted those in charge to implement a comprehensive business solution encompassing all intercompany processes and divisions. Because of expected strong growth in the following years – from 130 employees in the first year to more than 600 after three years – it was important to Nagarro that the solution was scalable. The company went live on SAP S/4HANA Cloud within 10 weeks with an IT team of seven people plus business experts.
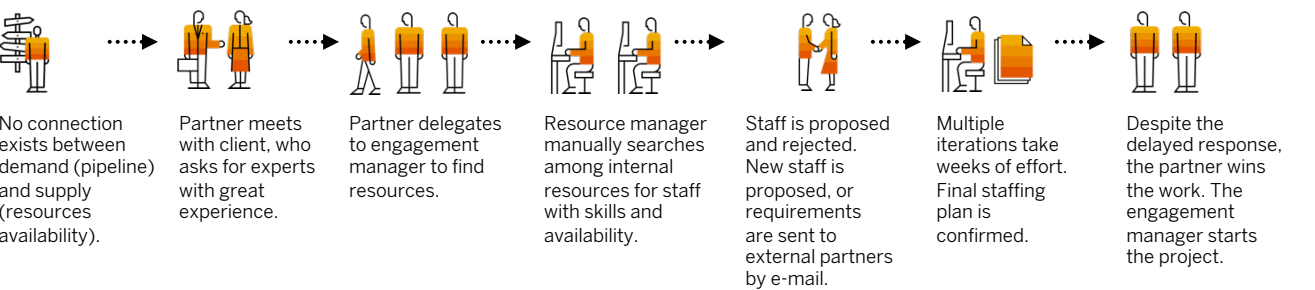
Read the customer story.

# Enabling Talent Networks:
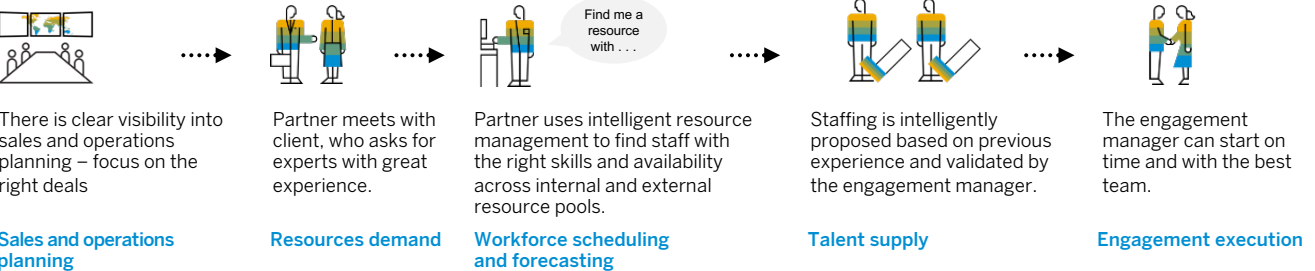# From Strategic Planning to Intelligent Resource Management

Timely engagement staffing with the right resources and visibility into the staffing pipeline has been a known challenge for the professional services industry.

Imagine a platform that supports you in delivering on your strategy and bridges between opportunities and delivery capabilities. It automatically collects the "digital exhaust" of employees and even contingent workers and builds a skills profile as they perform their daily jobs, pulling keywords and relationships from enterprise systems such as collaboration hubs, project management, and learning and career planning systems. Employees could further extend their "storefront" with additional skills, interests, and resumes. As people are staffed to projects and deliver work, this technology can learn which matches were more (or less) successful and keep on learning to improve future searches, helping resource managers find the ideal talent at the click of a button.

## COMMON PRACTICE

No connection exists between demand (pipeline) and supply (resources availability).

Partner meets with client, who asks for experts with great experience.

Partner delegates to engagement manager to find resources.

Resource manager manually searches among internal resources for staff with skills and availability.

Staff is proposed and rejected. New staff is proposed, or requirements are sent to external partners by e-mail.

Multiple iterations take weeks of effort. Final staffing plan is confirmed.

Despite the delayed response, the partner wins the work. The engagement manager starts the project.

## NEXT PRACTICE

There is clear visibility into sales and operations planning – focus on the right deals

Partner meets with client, who asks for experts with great experience.

Find me a resource with . . .

Partner uses intelligent resource management to find staff with the right skills and availability across internal and external resource pools.

Staffing is intelligently proposed based on previous experience and validated by the engagement manager.

The engagement manager can start on time and with the best team.

**Sales and operations planning**

**Resources demand**

**Workforce scheduling and forecasting**

**Talent supply**

**Engagement execution**

## Top Value Drivers*

### 10%
**Higher** project team productivity and end-to-end process efficiency

### 40%
**Lower** worker acquisition time

### 17%
**Lower** cost per hire for organizations with recruiting self-service for managers

*Benefits are based on results from early adopters of SAP S/4HANA or are conservative outside-in estimates of the benefits of moving from a traditional ERP system to enhanced SAP S/4HANA with line-of-business and cloud capabilities. As each enterprise is at a different level of maturity, our recommendation is that you work with SAP to determine the value proposition for your enterprise.

# SAP Solutions: Enabling Talent Networks

Enabling talent networks requires new business capabilities – provided by our professional services solutions through our Intelligent Enterprise approach.

## Business Development and Sales

- Intelligent resource demand forecast based on sales pipeline and in-flight projects
- Intelligent mapping of predicted demand and supply across employees and external workers to highlight potential bottlenecks
- Support for preventive action in time to be able to pull available options such as demand generation, reskilling, relocation, sourcing, recruiting, and more
- Cohesive recruiting and sourcing from a range of talent pools

## Project and Managed Services Business

- Informed, intelligent project staffing across employees and contract workers with transparency of skills, availability, and the like for faster time to staff
- Talent visibility into workers, both permanent and contingent
- Insight into utilization across the workforce for margin optimization
- Compelling talent experience for on-payroll and nonpayroll talent
- Cohesive recruiting and sourcing from a range of talent pools
- Insight into employee sentiment for targeted actions that lead to increased employee engagement and lower attrition

## Talent Management

- Flexibly apply a position profile to your recruiting activities – or, if plans change, turn it into a job requisition for an external worker and post it to your preferred supplier network.
- Be able to find suitable candidates among dynamic talent pools of past applicants and candidates, previous contingent workers, and contractors, or have intelligent technologies spot them for you on job boards, LinkedIn, and other social platforms, and nurture passive candidates for when the time is right. Apply intelligent assistants to direct prospective applicants on your job site to those open postings that fit their profile best.

The architecture for the Intelligent Enterprise for professional services starts with SAP Business Technology Platform and business applications from SAP, including industry cloud solutions that support organizations with their industry-specific end-to-end processes.

**SAP Fieldglass solutions** – for contingent workforce management

**SAP Concur solutions** – for intelligent travel and expense management

**SAP S/4HANA** – for order-to-cash process and finance

**SAP SuccessFactors solutions** – for HR and people management

**Intelligent, sustainable enterprise**

Industry-specific end-to-end processes

Business process management

Enterprise resource management
Spend management
Human capital management
Customer relationship management

Business network | Industry cloud | Experience management | Planning

Business technology platform

App dev | Integration | Data and analytics | AI

**Keytree, A Deloitte Business, Keytree ResourcePro** – for services, sales, and operations planning

**SAP S/4HANA Cloud for projects, resource management capability** – for resource management

**Replicon Time Tracking for Service Organizations** – for flexible, intelligent time recording

**Enterprise Workforce Optimization Platform, ProFinda** – for advanced resource management

**Olivia, Your AI Recruiting Assistant by Paradox** – for recruiting process automation

## Setting Up a Global Workforce for Success with SAP Solutions

EY has 250,000 dedicated professionals in more than 150 countries that help clients change and transform. As EY's number-one asset, these employees help clients navigate disruption, seek growth, tackle tough challenges, and provide value to customers. With SAP SuccessFactors solutions, EY can now quickly assign the right people to the right client engagements – increasing productivity, customer satisfaction, and profitability

"Our people are central to our offering, and our most engaged teams deliver the highest quality, the best profitability, and the greatest client satisfaction. That's why ensuring a positive employee experience is critical to our business."

Penny Stoker, Global Leader of HR Services, EY
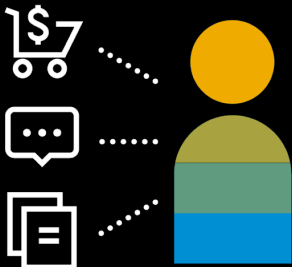
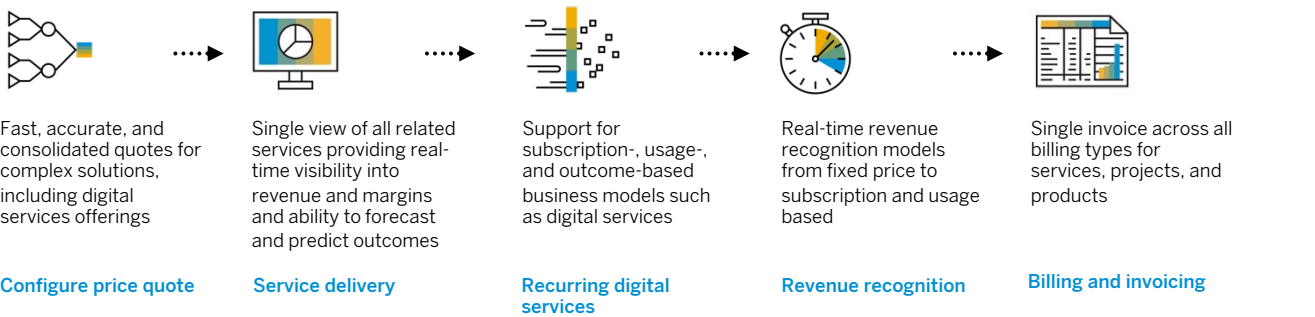# Delivering Knowledge as a Service: Order-to-Cash Platform for Digital Services

The emerging economies – outcome-based, shared, or gig – put immense pressure on professional services firms to adapt their end-to-end processes in real time and on the fly.

Imagine a platform that allows you to modularly, seamlessly, and instantaneously define your dynamic end-to-end processes from the quote of a simple productized service or complex business solutions across the entire value chain: pricing, delivery, revenue recognition, billing, and invoicing.

## COMMON PRACTICE

| | | | | |
|---|---|---|---|---|
| Time-intensive manual price-quote process is performed individually for each service, with no support for digital services. | There is no single view of all service delivery and forecast margins for combined offerings. | There is no support for subscription-, usage-, and outcome-based business models. | Different revenue recognition methods for each component are performed periodically using batch processes. | There are several invoices for one solution, with no integration of different delivery channels. |

## NEXT PRACTICE

| | | | | |
|---|---|---|---|---|
| Fast, accurate, and consolidated quotes for complex solutions, including digital services offerings | Single view of all related services providing real-time visibility into revenue and margins and ability to forecast and predict outcomes | Support for subscription-, usage-, and outcome-based business models such as digital services | Real-time revenue recognition models from fixed price to subscription and usage based | Single invoice across all billing types for services, projects, and products |
| **Configure price quote** | **Service delivery** | **Recurring digital services** | **Revenue recognition** | **Billing and invoicing** |

## Top Value Drivers*

| Create | 95% | 46% |
|---|---|---|
| **New** revenue streams | **Faster** quote-to-order process when quotes are configured by a configure-price-quote solution | **Fewer** customer complaints when real-time order, billing, and invoicing are available |

*Benefits are based on results from early adopters of SAP S/4HANA or are conservative outside-in estimates of the benefits of moving from a traditional ERP system to enhanced SAP S/4HANA with line-of-business and cloud capabilities. As each enterprise is at a different level of maturity, our recommendation is that you work with SAP to determine the value proposition for your enterprise.

# Drive Nonlinear Growth with Digital Services

Professional services firms will drive new revenue streams through innovative and new digital services that are instantly available, accessible, and affordable on an agile digital platform.

Firms are transforming their client-facing business to provide offers for the digital age. Firms are supplying relevant digital services – for example, providing tax or legal advice by using intelligent natural-language processing. Technologies and platforms are allowing firms to scale up or down quickly, blurring the boundaries of firms and challenging traditional service lifecycle patterns.

## Reimagine next practices for digital services

### Volume sales

Productized services and volume-ready sales processes require:

- Bundling and configuration for standardization yet flexibility
- No- or low-touch, self-service omnichannel sales for scalability
- Thorough customer experience management for customer intimacy and loyalty
- Single quote and order across service bundles

### Orchestrated delivery

Efficient, coordinated, and scalable delivery demands:

- Real-time visibility into revenue and margins and commitments such as service-level agreements (SLAs) based on a single view of all related services
- Transparency of customer entitlements

### Bill and recognize

Compliant and accurate billing and accounting require

- Support for traditional as well as subscription, usage, and outcome-based billing models
- Single invoice across all billing types for services, projects, and products
- Automated, intelligent incoming cash matching

## Drive positive impact on your business

### Nonlinear revenue

- Increased reach and scale for rapid revenue growth
- Lower cost of sales through low-touch processes
- High customer experience and loyalty

### Visibility and agility

- Better SLA adherence
- Better spend management
- Increased productivity
- More profitable services
- Higher consistency across processes

### Accurate invoices

- Increased compliance
- Reduced revenue leakage
- Reduced closing time
- Decreased number of disputes and DSO

## Navigating New Business Opportunities

Hewlett Packard Enterprise increased business agility and simplified its IT landscape with SAP S/4HANA. It is enabling a next-generation infrastructure and services with the new digital capabilities for order management and quote-to-cash business processes.

"SAP solutions have helped us launch an initiative to reduce the number of touch points in the sales process – a critical factor in getting price quotes to customers and closing deals faster – from 1,000 to just 100."

Dave Carlisle, HPE IT CTO, Hewlett Packard Enterprise

# SAP Solutions:
# Digital Services

Delivering digital services at scale requires new business capabilities – provided by our professional services solutions through our Intelligent Enterprise approach.

### Business Development and Sales

- Omnichannel commerce capabilities to engage and transact with today's customers across all channels and touch points
- Service bundling and subscription-based business enablement to create new revenue streams and maximize profits
- Guided configure-price-quote process to build proposals in seconds, accelerate your sales cycles, and win more deals
- Flexible pricing model definition to stay ahead of the competition by bringing attractive offers to customers faster

### Digital Services Delivery

- Combination of products and services in one order to support business transformations from products to higher-margin services and solutions
- Management of service agreements in an integrated repository to provide a holistic view of customer entitlements
- Automatic categorization, assignment, and answering of service tickets from various channels for improved SLA compliance and reduced cost of service and support
- Insight into each customer's sentiment, past feedback, and transactions to increase the employees' ability to respond to customers' needs when interacting with them and drive customer satisfaction and contract renewals

### Core Finance

- Automated processing of subscription, one-time, and usage-based scenarios to enable digital service business models
- Automated intercompany billing for reduced revenue leakage
- Flexible billing process for outcome-based services to enable business model transformation
- Faster, compliant financial close with less cost and effort to gain greater financial insight and control
- Automated line item matching to enhance accounts receivable

The architecture for the Intelligent Enterprise for professional services starts with SAP Business Technology Platform and business applications from SAP, including industry cloud solutions that support organizations with their industry-specific end-to-end processes.

**SAP Ariba solutions** – for efficient source-to-pay process

**SAP S/4HANA** – for engagement order-to-cash and finance processes

**SAP Commerce Cloud solution** – for smooth, omnichannel commerce experiences

**SAP CPQ solution** – for advanced service configuration

**Experience Management solutions from SAP and Qualtrics**

**Intelligent, sustainable enterprise**

Industry-specific end-to-end processes

Business process management

Enterprise resource management
Spend management
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Customer relationship management

Business network | Industry cloud | Experience management | Planning

Business technology platform

App dev | Integration | Data and analytics | AI

**SAP Entitlement Management solution** – for simplified and automated processes and operations of entitlements for intelligent business models

**SAP Subscription Billing solution** — for the setup and application of subscription-based pricing plans

**SAP Advanced bundling** — for configurable solutions

**Twenty5 iPE** – for intelligent bid management

**SAP S/4HANA Cloud for projects** – for intelligent resource management

## New, Fully Integrated E-Commerce Platform for Intelligent IT Solutions

Insight Enterprises Inc. helps businesses of all sizes find and deploy intelligent IT solutions. But to make buying and managing products, subscriptions, and licenses easier and faster for its clients, Insight needed a fully integrated e-procurement platform. Now, its clients have a single, customizable procurement solution that streamlines purchases and delivers faster time to value.

"Our sales and services are core to our business. Allowing clients to manage those subscriptions and licenses online means **faster time to value for them and greater scalability for us**. SAP Customer Experience solutions make it all possible."

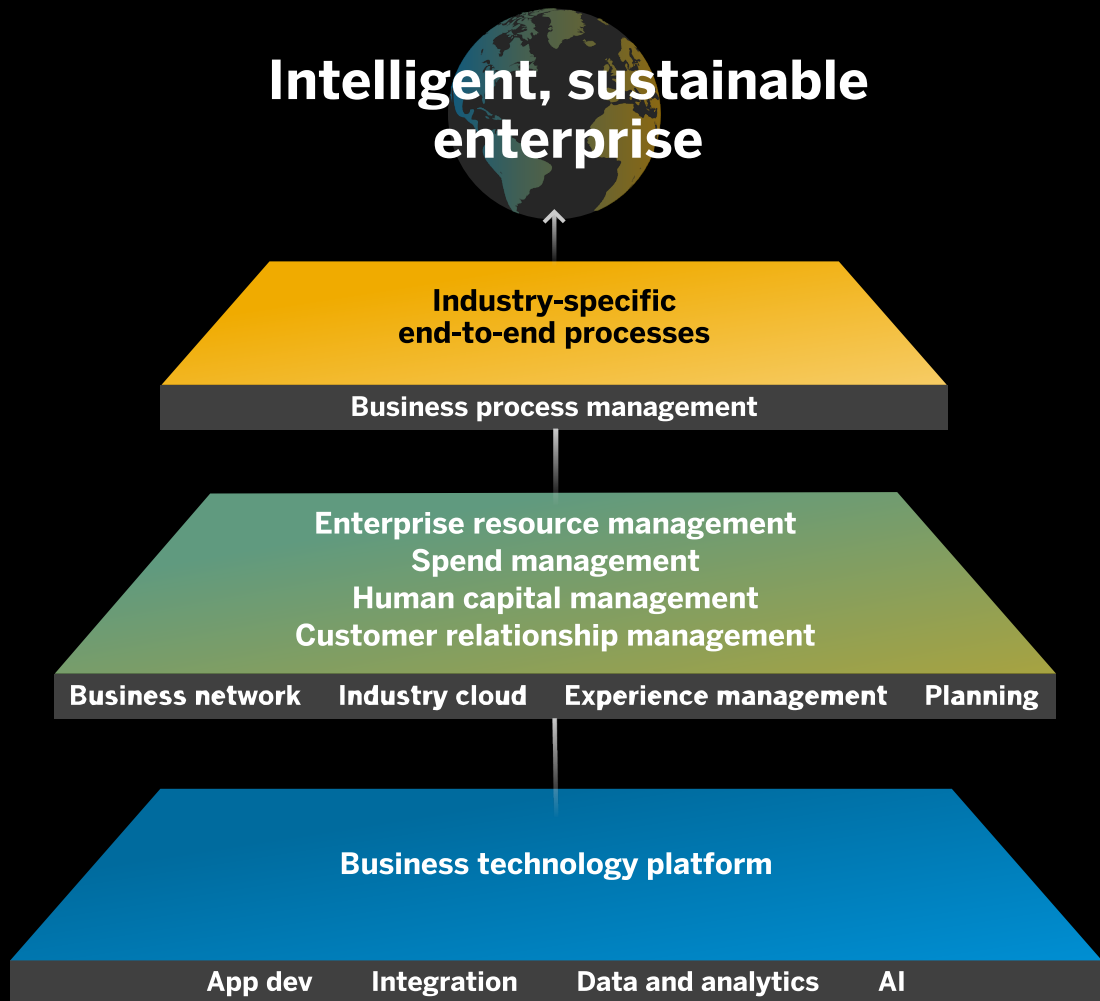Sharif Aly, Director, Global Transformation, Insight Enterprises Inc.
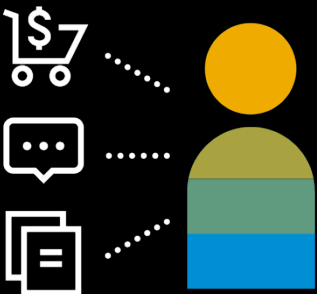
# SAP's Industry Cloud:
# A Joint Innovation Space

We enable our customers to become intelligent, sustainable enterprises by bringing together our comprehensive portfolio of solutions and technology in service to customers' business process needs.

- It starts with our platform technology that provides the foundation of application integration, extension to a robust ecosystem of solutions, and data and AI.

- Then our industry-leading business applications work together spanning front-end and back-end systems that only SAP can provide.

- This all comes together to provide the customer with support for the end-to-end, industry-specific business processes they need to run as an intelligent, sustainable enterprise.

**Intelligent, sustainable enterprise**

**Industry-specific end-to-end processes**

Business process management

Enterprise resource management
Spend management
Human capital management
Customer relationship management

Business network    Industry cloud    Experience management    Planning

**Business technology platform**

App dev    Integration    Data and analytics    AI

## Industry Innovation Spaces

Stand-alone applications struggle to deliver relevant business value. Enterprise applications always need access to essential business domains such as products, assets, factories, cost centers, employees, and customers. SAP's industry cloud provides direct access to business domains and processes in the intelligent suite through APIs. At the same time, our business and technology services provide the tools and infrastructure to create and run innovative industry cloud solutions.

## Intelligent Technology at Your Fingertips

Business innovation needs digital technologies that are ready to use to solve a business problem.

SAP's industry cloud solutions, built on SAP Business Technology Platform, provide a full set of technologies ranging from user interfaces to robotic process automation to artificial intelligence and machine learning. All can be used readily in new solutions.

# Open Innovation Platform and Ecosystem

SAP's industry cloud is the way for our partners and SAP to deliver industry cloud solutions for customers that unlock new levels of efficiency, extend end-to-end business processes at the edge, and enable innovative business models.

SAP partners find a unique environment in our industry cloud in which the data domains and business processes of the intelligent suite and our business networks are readily accessible through open APIs. This allows our partners to accelerate innovation by focusing on the differentiating business capabilities they want to build and deliver to our joint customers.

This enables a spectrum of partnership and innovation models ranging from close co-innovation over identified white spaces to completely open innovation spaces with free competition to drive customer value.

The innovation models are complemented by a set of commercialization models that are strongly correlated to the value the solutions deliver to the business of our customers.

Freedom of choice is a key value, so customers can choose any partner or hyperscaler to deploy their industry cloud solutions.

**Open Ecosystems Deliver More Innovation**
Open platforms, available to the wider ecosystem, have consistently delivered more innovation and choice for customers. Therefore, our industry cloud solutions can be run by the major infrastructure-as-a-service providers, giving our customers the freedom to implement their own individual platform strategy.

**Delaware: Gain Insight into Business Processes That Run Across Multiple Cloud Applications**

Delaware Consulting is a fast-growing global company that delivers advanced solutions and services to organizations striving for a sustainable, competitive advantage. Delaware is innovating in more than 10 industry sectors with its cloud business growing by 487% in 2019.

# RISE with SAP: Driving Business Innovation Together

Every enterprise needs to develop new business models to avoid being disrupted, gain efficiencies to fund innovation, and transform mission-critical systems without business risk. RISE with SAP is the solution.

RISE with SAP is a comprehensive solution with:

- Cloud ERP for every business need
- Industry next practices and extensibility
- Analytics and business process intelligence
- Outcome-driven services from SAP and partners

## Discover the value of RISE with SAP

**Take the lead with industry innovation for top-line, bottom-line, and green-line growth**

- ✓ Grow revenue by creating differentiating business models in your industry
- ✓ Increase margin with built-in industry-specific processes and best practices
- ✓ Unlock new efficiency with intelligent automation across mission-critical processes
- ✓ Manage sustainability with company-wide transparency and controls

**Never stop improving with continuous insight to optimize business processes**

- ✓ Prioritize optimization opportunities with instant analysis of processes, activities, and tasks
- ✓ Sharpen process performance based on actual system usage, best practices, and industry benchmarking
- ✓ Accelerate your progress with tailored insight on where to automate business processes with AI

**Secure your business with a trusted partner for your needs, every step of the way**

- ✓ Run your mission-critical operations at their best around the globe
- ✓ Reach the cloud without compromise with solutions for every business and every regulatory requirement
- ✓ Take charge of change using a versatile platform to speed innovation
- ✓ Own your tomorrow with a guided journey and outcome-driven practices from SAP and our partners

## RISE with SAP is built to fit your needs

RISE with SAP is designed to support your business needs – for your industry, in your geography, for your regulatory requirements – with SAP responsible for the holistic service-level agreement, cloud operations, and technical support. It includes:

| Cloud ERP | Business process intelligence | Business platform and analytics | Business networks | Outcome-driven services and tools |
|---|---|---|---|---|
| SAP S/4HANA Cloud | Business process intelligence starter pack | SAP Business Technology Platform (CPEA credits) | SAP Business Network Starter Pack | From partners |

RISE with SAP is the foundation for an intelligent enterprise in the cloud. We look forward to joining our customers on their transformation journey into the future. Find out more about RISE with SAP.

# SAP's Comprehensive Partner Innovation Ecosystem

SAP has been the proud solution provider for the professional services industry for almost five decades – starting from humble beginnings and growing into a position of supporting the core business of our customers.

SAP's industry cloud opens the field for a new level of co-innovation with customers and partners, enabling next practices and new business models that help our customers capture the new opportunities of the future.

Our open partner strategy gives our customers the choice of whom they work with to design the business models of the future; whom they partner with to define and implement business processes for efficiency and growth; and whom they trust with running their infrastructure.

There are many journeys professional services companies can take into the digital economy to become intelligent enterprises. No matter which they choose, our scalability, security, global reach, vibrant business networks, and business process knowledge across professional services and adjacent industries are the success factors for our customers, our ecosystem, and SAP.

Our partner ecosystem includes, among others:



## Engagement Model

SAP is the partner for the professional services industry in the long run. We have established a co-innovation and collaboration model with many of our customers that is based on mutual trust and long-standing, value-based relationships.

This is the foundation to chart the journey into the new world of client experience and outcomes, to capture the opportunities and tackle the risks in the digital economy.

THE BEST RUN **SAP**