



Evaluating and Selecting a Complete PSA Solution for Billable Services Organizations

Introduction

Billable Services Organizations can benefit greatly from the use of a Professional Services Automation (PSA) solution. Choosing the correct PSA application is one of the most important decisions a services organization can make; as such, it can also be a daunting challenge. Many factors should be taken into account when comparing PSA solutions – some related to technology and others based on functionality. The goal is to select a solution that is compatible with your business goals and is easy to use.

Choosing the right PSA tool is a critical decision that clearly impacts the bottom line of Billable Services Organizations. Organizations that choose the right tool will be rewarded with a competitive advantage and will enjoy increased profitability and decreased costs of administration. These are achievable goals for most Billable Services Organizations, provided they do their homework when evaluating solutions.

This paper examines the many advantages of implementing a PSA solution and provides several factors to consider during the evaluation process. We will discuss the various functions of PSA solutions as well as the numerous benefits of the on demand services model. Additionally, we will address key features and technical details, and then we will conclude with some important questions to ask when talking with PSA vendors.

Overview of the Marketplace

The PSA industry offers end-to-end automation solutions for Billable Services Organizations looking to alleviate several increasingly pressing issues:

- Need for real-time reporting to support strategic decision making and quick reactions to fast-changing market dynamics
- Rapid and efficient delivery of information throughout scattered organizations
- Tighter margins due to the higher salaries and mobility of skilled talent
- Geographically dispersed workforces, offices, and clients
- The need to capture and reuse business intelligence (reports, historical data, previous work) to bid new business, manage profits, and reduce costs
- Ongoing training in changing technologies and markets
- Work with third-party partners, vendors, and contractors to win and service broader projects
- Increasingly complex project workflows and lifecycles

Usually, the selection process of any new software solution begins with building a business case to determine if making an investment of both time and money would be beneficial. Identifying the solution's benefits is the first step, and should be straightforward. For example, our clients typically tell us that a PSA solution helped them solve the following key problems:

- Lack of visibility into project status and revenue forecasts
- Low project profitability and reuse of intellectual property
- Difficulty in the management and scheduling of resources
- Inaccurate capture of all client billable time and expense

In addition to addressing those issues, PSA solutions help services organizations focus on growth by extending their geographic reach and their ability to take on larger projects. More specifically, the right PSA vendor can help Billable Services Organizations rapidly improve their ROI, quickly deploy new tools, increase the utilization of their consultants, and improve access to detailed metrics for the in-depth analyses of their businesses.

Not all PSA solutions are created equal, however. While some companies may claim to meet the needs of all services organizations, their solutions typically are taxed with serving two divergent markets – Professional Services Automation (PSA) for Billable Services Organizations, and Project Portfolio Management (PPM) for internal IT organizations. Your services organization should focus on selecting a solution that is designed exclusively for the billable services industry and that will provide all of the functionality that is required by your Billable Services Organization – such as Financial Management, Billing Management and Strategic Business Analytics – without the added complexities and features that are irrelevant to your business.

Advantages of PSA Solutions

The goals of a PSA solution are to streamline business processes, enabling users to focus on their core business functions, and to provide the visibility an organization needs to overcome the day-to-day business challenges. In accomplishing that goal, PSA solutions can fulfill several of the following functions:

- **Time, Expense, and Billing Management:** The fundamental basis for tracking services is based upon managing Time, Expenses, and Billing. Although this information is valuable for any organization, it is extremely important to the success of a Billable Services Organization. In addition to allowing employees to easily enter their information, the PSA solution must support a system of approvals. For example, a project manager must be able to approve or reject Time for the employees on his or her projects. The ability to accurately bill clients and to report on these values leads to better decision making and reinforces your company's credibility in the eyes of your customer base.
- **Project Management:** The tasks related to managing projects are a fundamental responsibility for Billable Services Organizations. The ability to define and track information related to projects is extremely important because it ensures that deadlines are met and that Time and Expenses are controlled. All too often, project managers are alerted to a budget overrun after the fact – when it is too late to proactively manage scope and client expectations. A good PSA solution will alert users to such situations, allowing them to act quickly and efficiently before these events occur. Additionally, the solution will accurately track detailed information related to clients and projects.
- **Resource Management/Skills Management:** A Billable Services Organization's fundamental assets are its people and their skills. Profits and success are based on the efficient utilization of these resources. A good PSA solution will enable users to schedule individuals for actual and potential projects. One of the most difficult aspects of keeping track of multiple consultants is managing their skills and qualifications. A PSA solution should be able to maintain an accurate list of employees' skills and certifications. This list should be updated regularly by individuals and should be searchable by managers.
- **Reporting and Analytics:** Based on the time, expense, project, and schedule information entered and tracked by the solution, managers and company decision makers must be able to report on revenue, cost, gross margins, and utilization. This information can assist in decision making and performance analysis. To fulfill this requirement, effective PSA solutions should deliver actionable, real-time business intelligence to services professionals. With one click, users should be able to drill down into detailed data to gain further insight into project profitability, utilization, average hourly rate, and actual vs. forecasted revenue. Additional dashboards should include visibility into projects, staffing, and resource analysis.

- **Forecasting:** Information regarding forecasted revenue and the availability of resources for potential projects can significantly help in closing new deals. An effective PSA solution should offer services professionals the visibility they need to accurately assess resource utilization, forecasting, and staffing requirements for current and future projects. Revenue forecasts should always be current with the solution's resource scheduling system.
- **Integrations:** To facilitate accurate and timely billing of clients, a PSA solution must be able to integrate with an organization's existing billing systems. A Billable Services Organization's ability to easily integrate with Accounting Management, Customer Relations Management (CRM), Human Resources (HR), and Sales Force Automation (SFA) applications allows for accurate tracking on financial payables and receivables and provides additional details related to clients and projects. Additionally, it is essential that the PSA solution includes a Web Services Application Programming Interface (API), which allows the solution to integrate with any front- or back-office application and move information into and out of the PSA solution – eliminating manual processes and data entry, thus saving countless man hours.
- **Knowledge Management:** In even the most successful Billable Services Organizations, employees will come and go. One of the best investments a professional services organization can make is in maintaining its knowledge base. The areas related to technology consulting are changing quickly, yet the same best practices can apply to many different scenarios. Keeping track of items such as project plans and proposals is critical, and a good PSA solution should allow for tracking and maintaining revisions to documents and for searching through them based on specific criteria. Collecting and organizing this data will improve efficiency in the future and will aid in the development of companywide best practices that add value to clients.

Thus far, we have examined the various core components that should be included in a complete PSA solution. Next, let us look at how such an application can best be delivered.

Benefits of the On Demand Services Model

Software applications have traditionally been delivered through a client/server model based on a perpetual license plus a maintenance fee for upgrades. However, this model presents numerous difficulties.

First of all, there can be many hidden costs with the client/server hardware model. Rolling out a PSA solution to an entire organization can be very costly. Not only are there many potential technical problems, but issues such as application accessibility from client sites, security, and data protection must also be addressed. In addition to the software license itself, buyers must pay for hardware and support software. Maintenance fees and the salaries associated with requiring onsite IT personnel further contribute to the cost of the software license model, as do charges for customization, maintenance, training, and support.

Additionally, many PSA vendors have attempted to create a "one-size-fits-all" solution, yet deployments have proven to be far too costly for many organizations and the usage benefits are often limited. Furthermore, the manageability of such applications leaves much to be desired. Tasks such as installing the tool on client machines and managing the back-end servers are costly and time-consuming, defeating the very purpose for the existence of many PSA solutions.

These challenges and costs of maintaining and upgrading software have pushed many organizations to look for alternatives. The on demand services model – also referred to as software as a service (SaaS) – solves many of these challenges. When organizations purchase on demand applications, clients generally pay for the level of functionality that is appropriate for their organization, and there is no software or hardware to buy, install, maintain, or upgrade. Corresponding payment models include per-user costs that are much more affordable than a client/server license. This enables

organizations to buy only the amount of the application that they actually require and allows them to grow as their business needs expand – equating to savings of as much as 90% compared to similar client/server solutions.

In addition to cost, there are several major benefits of using the on demand model for PSA solutions, including Total Cost of Ownership and Rapid Deployment.

Evaluating Total Cost of Ownership

Often, when shopping for software solutions, evaluators place much emphasis on the initial purchase price of the software itself. When evaluating a PSA solution, however, it is very important to take into account the Total Cost of Ownership (TCO) for the solution. This value considers much more than the initial purchase price of the software and includes all of the secondary costs related to installing, deploying, configuring, and managing an application. Many organizations have found the predictability and reduced cost of an on demand subscription much more appealing than a traditional license model.

The costs related to implementation, deployment, management, and support of traditional applications can cost more than the license cost itself. The TCO takes into account the greater burden on internal IT staff and the overall decreased end-user experience due to the software update process in the client/server model. In the on demand model, however, much of this burden is transferred to the service provider, and in most cases, the on demand will be much better equipped to manage the application and related technology. The result is a lower-cost solution – one that allows you to focus on your core business.

Rapid Deployment

Web-based applications eliminate the requirement of visiting all the desktop computers in an environment to install software. This means that application services are available immediately to users that meet the minimum system requirements. For Web-based applications, all that is required is access to the Web and a supported Internet browser – no plug-ins or downloading of software. On the server side, systems administrators can simply enable and disable accounts to manage access to the system.

Reduced Management and Administration

On Demand products provide the benefit of offloading standard data management tasks to those who know the application best – the vendor. Managing database servers, Web servers, and applications can be costly. This is especially true in an industry where qualified technical professionals are difficult to find and retain. Furthermore, Billable Services Organizations focus on the delivery of technical solutions, yet the success of their business depends on billing available resources to clients, rather than maintaining an application.

Other tasks, such as training end users and troubleshooting application problems can affect users and system administrators alike. The costs associated with system downtime can be considerable for any size organization. The on demand model shifts the burden of management and administration to the application vendor.

Accessibility

The rapid rise of the Internet has brought great demands on the availability of information. It is no longer acceptable for a potential client to call a business, wait on hold, and then be told that the information he or she requires will be sent in the mail within a few days. Similarly, end-users of PSA solutions expect the application to be available to them regardless of their location. In today's global economy, consultants travel throughout the world, but they still require access to their corporate applications. A consultant should not have to visit his or her branch office or have to "dial in" to the corporate network in order to enter in time, expense, or billing information.

The on demand model is well suited for offering accessibility of applications. Since the application service is available via the Internet, users can access important information as long as they have access to the Web. When evaluating PSA solutions, businesses should take special care to ensure

that full application functionality is available online and that the application does not require special connectivity that might not work through standard firewalls.

The result will be an application that is easy to access, ensuring that consultants, managers, and executives will take advantage of it.

More Efficient Client Support

To meet the growing needs of today's marketplace, providers of PSA solutions release application upgrades and enhancements. Additionally, users are constantly asking for new features and updates to existing ones, and they often have questions about software functionality.

All of these issues can be handled centrally via the on demand model because the vendor controls the entire application. When code updates are made, providers can easily provide the new application code to all clients, and changes to the data structure or application logic itself can be managed behind the scenes. All of this can be done without forcing end users and system administrators to reinstall software on their machines.

Now that we have taken a look at the benefits of the on demand model – including minimizing Total Cost of Ownership and speeding time-to-deployment – we will examine some key product features to consider.







Evaluating PSA Solutions: Functionality

As previously noted, the overall goal of a PSA solution is to improve the management and profitability of its users. A true PSA solution does not just provide a single function such as time or expense tracking. Instead, it takes into account the business workflow and requirements of a typical Billable Services Organization and provides a flexible and powerful method for tracking and analyzing this information.

To meet these above objectives, there are many features that organizations should consider when evaluating the functionality of a PSA solution. Buyers should look for an end-to-end solution that will integrate with the organization's current applications, thereby preserving the investment. In many instances, organizations search for short-term solutions to immediate problems. For example, a business may choose to implement a time- and expense-tracking application to address their challenges with capturing billable time. Although this might improve current operations, businesses should look for a long-term solution that allows for growth.

PSA solutions that provide advanced functionality and true process workflow can greatly improve profitability. The following table presents a list of major feature areas that Billable Services Organizations should look for in a complete solution.

What to Look for in PSA Product Functionality

Feature	Description	Benefit	What to Look For 
Time and Expense Workflow 	The ability to quickly and easily enter time and a system of approvals	Facilitates the tracking of timely and accurate financial information and billing to clients	<ul style="list-style-type: none"> • Web-based time and expense entry • Role-based security • Multiple approvals at the project and time- and expense-card level
Offline Capabilities (Time, Expense, and Reporting)	The ability to perform certain common functions while not connected to the network	Supports a mobile and distributed workforce	<ul style="list-style-type: none"> • Time and expense entry available offline • Ability to create reports and generate updates offline
Billing Functionality 	Handles approvals and rejections of billable time and expenses	Allows the accurate and timely handling of time and expenses so that clients can be efficiently billed for services performed	<ul style="list-style-type: none"> • System of approvals for billing line items • Ability to override at the billing level • Billing events • Integration with third-party accounting systems
Resource Management	The ability to assign resources to projects and to view and edit schedules	Helps ensure that resources are allocated correctly 	<ul style="list-style-type: none"> • Graphical view of employee schedules • Ability to track vacation, training, sick time, etc. • Ability to quickly and easily determine availability of individuals based on various criteria
Skills and Certification Tracking	The ability to track skills and certification information related to consultants	Allows management to utilize resources to their full potential	<ul style="list-style-type: none"> • Ability for individuals and managers to enter information • Attachment of individuals' résumés
Project Management	Allows the creation of a project and the assignment of resources to the project	Facilitates project management through the use of project-based reports	<ul style="list-style-type: none"> • Ability to quickly and easily create sub-projects based on project phases • Ability to assign employees and rates to sub-projects • Ability to assign billing events to projects • Setting of project thresholds • Management of project-related contacts
Partner and Client Management	The ability to manage information related to clients and to third-party business partners	Allows the use of external resources in outsourcing and partnering situations	<ul style="list-style-type: none"> • Ability to track time and expense for third-party resources • Ability to report on client and partner functionalities
Knowledge Management / Document Repository 	Tracking of project-related documents	Ability to store project plans, sales proposals, and document templates for use throughout the organization	<ul style="list-style-type: none"> • Ability to attach documents to various repositories • Ability to search through documents for specific keywords • Maintenance of document context • Documents accessible to entire company
Reporting	Ability to view time, expense, reimbursement, resource, and financial reports information in various groupings	Allows management and decision-makers to see information related to clients, projects, departments, and employees	<ul style="list-style-type: none"> • Real-time reporting capability • Accessible / Web-based reporting • Ability to select various filters and change report groupings • Security-dependent reports
Forecasting 	The ability to track prospective clients and projects and to manage resources related to these opportunities	Allows forecasting of revenue and allocation of resources	<ul style="list-style-type: none"> • Ability to assign resources to a potential project • Tying of skills and schedule information to prospects • Ability to convert opportunities to actual clients and projects

Role-Based Executive Dashboards	Tactical and strategic views of business analytics in a central location	Provides project managers a consolidated view of all data that they need to evaluate	<ul style="list-style-type: none"> Ability to run reports in various formats Ability to run multiple reports at one time Ability to export reports to Excel to be saved and/or printed
Web Services API	Web-enabled ability to integrate with any front- or back-office application	Allows for data from other applications to be brought into and out of the PSA solution, eliminating manual processes and data entry	<ul style="list-style-type: none"> Fully automated, bidirectional read and write capabilities
Role-based Security	Permissions and functionality are based on job responsibilities 	Allows security to be set based on job functions; easily adapts to various business practices	<ul style="list-style-type: none"> Support for multiple roles at the company, department, project, and employee level Ability to easily change roles
Configurability	Ability to configure or add fields to fit how your organization operates today and moving forward	Flexibility as processes change over time. User familiarity.	<ul style="list-style-type: none"> Ease-of-Use Flexibility Amount of configuration that can actually be done
Ease of Use	User-friendly application	If the solution is easy to use, users will use it to its fullest capabilities, which will in turn give management the output necessary to run their business.	<ul style="list-style-type: none"> Friendly user interface (UI) Easy integration with CRM, accounting, financials, and accounting applications Simple reporting capabilities
Online Training	Automated training via the Web 	Access to product training sessions and client-focused informational seminars	<ul style="list-style-type: none"> Ease of access Available from remote locations
Online Help / Support System (including Telephone Support)	Offers assistance to users regarding product functionality	Provides a quick and easy way to understand product features	<ul style="list-style-type: none"> Context-sensitive help Automatic creation of problem reports through the application

Application Design

In addition to the product features offered in a PSA solution, organizations should consider how these functions are implemented. Potentially useful functions can be overlooked if several application design goals are not met. Specifically, PSA solutions should incorporate the following design elements:

- Ease of use:** As with almost any software, a PSA solution must be easy to use in order to be functional. Having an easy-to-use PSA solution can help avoid problems associated with many other software applications. In some cases, it is estimated that 80% of all users actually utilize only 20% of the application's functionality. If advanced functions are too difficult to use, clients tend to avoid them. A solution that is easy to understand and that offers an intuitive method for managing advanced functions is inherently more user friendly.
- Role-based security:** All Billable Services Organizations require security and the ability to grant specific access to certain users. For example, department managers may be required to approve all time and expenses, whereas project managers are responsible for time and expenses incurred against specific projects. These relationships might sound simple on the surface, but it is important that the security permissions are easy to implement and operate within. If they are not, users try to circumvent security measures altogether. When evaluating security requirements, look

for a role-based application that allows administrators to quickly and easily assign the appropriate permissions.

- **Integration with other systems:** Because no application can be all things to all clients, services organizations should select a PSA solution that can easily integrate with existing in-house programs. Information must flow seamlessly throughout your organization – from opportunity recognition to project delivery and ultimately through to the invoicing and collections process. It is no longer acceptable for data to be locked into silos of departmental applications. For example, a PSA solution should offer the ability to import data from your accounting system and provide methods to easily enter and modify basic information.
- **Role-based “dashboard” views:** Managers and executives are often presented with far too much data, forcing them to spend hours sifting through it to find what they require. In order to be effective, a good PSA solution will not only track certain pieces of financial information, it will calculate and display real-time project status information. To eliminate the problem of too much information, an effective solution will allow users to quickly and easily view the data that they find most useful from a single screen called a dashboard – enabling users to find important statistics and measures regarding financial information without having to run numerous reports or visit several different areas of the application.
- **Accessibility:** As discussed earlier, many Billable Services Organizations are distributed organizations in every sense of the word. A typical company might have several branch offices located throughout the continent or even the world, and consultants and other team members often work off-site at client offices. Therefore, the PSA solution must be accessible, making the on demand model absolutely essential.

PSA applications that incorporate these important design goals provide services organizations the functionality that they require. Next we will examine the technological foundation of PSA solutions.

Evaluating PSA Solutions: Technology

As part of your search for an effective PSA solution, it is important to evaluate and understand the technology upon which a PSA solution is based. In addition to selecting a solution that features the core components and functionality addressed thus far, you must be familiar with several underlying technical details that can affect the overall functioning of the application.

Client Requirements and Maintainability

PSA solutions fall somewhere along a continuum: Applications in which the majority of processing and information analysis is performed on the client side are at one end of the continuum, and at the other end are applications that use provider-side servers and databases to provide most of the processing.

For the input and analysis functions related to Billable Services Organizations, the best option is a solution that performs most of the processing on the provider’s end. This method allows the majority of processing to be off-loaded to dedicated servers. When clients generate reports, all of the processing is done on the provider’s high-end dedicated server machines, and all that is received on the client side are the results of the analysis. Additionally, applications can be available on any computer. Traveling consultants are not required to use their laptops for reporting time and expenses because they can easily use client computers. The use of standard protocols ensures that the application will be available from behind firewalls and from any site that has access to the Internet.

The overall benefit of PSA solutions that use provider-side servers for processing is that they give you increased scalability and performance coupled with enhanced accessibility.

Performance

PSA solutions should be able to accommodate a large number of users, the majority of which are often consultants who report time and expenses. Additionally, managers and business leaders use the solution to generate reports and graphs and to track projects. Because some of these functions can be resource-intensive, the PSA solution must be able to efficiently utilize system resources to deliver the necessary information as quickly as possible – without sacrificing detail. A solution that provides useful information but is too slow will be too much of a nuisance for consultants and managers to use it.

Scalability

An effective PSA solution will work well for small consulting organizations as well as be able to scale up to thousands of users. One factor affecting scalability is the application architecture itself. Inefficient use of application development technologies can result in the inability to effectively support many users.

Another important aspect of scalability is more closely related to the usability of the application. When a system grows from 100 to 1,000 users, will the same functionality still apply? Will the security model still be valid, or will it become cumbersome to implement, manage, and maintain? These are important questions to consider in order to guarantee that a PSA solution that works well for you today will work equally well in the future.

Stability

Billable Services Organizations depend on PSA solutions, and all aspects of the business – from reporting of time and expenses to billing customers – are dependent on the consistency and reliability of the application. That said, there are certain types of applications that are less prone to crashes and other reliability problems.

The simpler the application is on the client side, the less likely it is to have stability issues. In other words, solutions that use provider-side servers for processing offer users more reliability. It is easier to address issues on applications with low client-side requirements because patches do not have to be developed and deployed on all of the affected client computers.

In general, the lower the requirements on the client side and the simpler the underlying technology, the more stable and reliable the solution will be. By managing complex data manipulation and reporting operations on the provider-side, challenges with cross-platform compatibility and support of client applications are minimized. The result of an on demand solution is a better end-user experience and increased reliability.

Data Protection and Security

PSA solutions hold sensitive financial information that organizations depend on to complete business functions. Therefore, it is important that the data is properly protected and that adequate security measures are in place. One portion of the problem is technical – data must be regularly backed up and the backups must be tested. Additionally, security-related patches must be applied to servers, and secure network connections must be available to protect information during transit.

Data protection is also largely based on the functionality provided by the application. PSA solutions must have a flexible architecture that allows users to easily define access privileges based on the business practices – role-based security, as addressed earlier. All of these factors contribute to the protection of Billable Services Organizations' sensitive information.

A crucial aspect of determining a PSA solution's level of protection and security is to understand whether it holds an unqualified SAS 70 Type II certification. A SAS 70 report gives an account of a services organization's control activities – including controls over IT and related processes. SAS 70, which stands for Statement on Auditing Standards No. 70, is an internationally recognized auditing standard that was developed by the American Institute of Certified Public Accountants (AICPA). It is identified in Section 404 of the Sarbanes-Oxley Act to assist public companies reliant on services organizations for functions related to financial reporting.

A SAS 70 Type I report lists only a services organization's description of controls as of one point in time, and the auditor's assessment is limited to whether the controls were operational and suitably designed. Conclusions on the operating effectiveness of controls are not drawn. However, the more in-depth SAS 70 Type II report includes a description of the services organization's controls and safeguards when hosting or processing customer financial data. The Type II report also includes a description of the audit tests performed by the independent auditor, generally for a minimum period of coverage of six months. An "unqualified" auditor's opinion for a SAS 70 Type II report indicates that all control objectives specified by the services organization were achieved without a significant exception or deficiency.

We've covered several important factors to consider when selecting a PSA solution, from the advantages of using a PSA solution and the benefits of the on demand model, to essential features and technical requirements. The questions presented in the next section will help you to pull all of the information together to find the right PSA solution for your services organization.

Evaluating PSA Solutions: Questions to Ask

Your Billable Services Organization should ask several questions to any PSA solution providers you consider. These questions should include:

- Is the application user-friendly? Is it intuitive? Is it an end-to-end solution rather than a point solution?
- Will the application automate and streamline your processes?
- How soon can the application be fully functional within your organization?
- Does the PSA provider guarantee a successful implementation?
- How easily can the solution be integrated with other business applications?
- Does the PSA provider focus exclusively on Billable Services Organizations?
- Does the provider understand your business and have extensive experience with similar companies?
- Are effective security measures in place to ensure that the data is protected? Does the provider hold an unqualified SAS 70 Type II certification?

With favorable answers to these questions, your professional services organization can be sure that the PSA solution you choose will give you the functionality and security you need to overcome your day-to-day challenges – both now and in the future.

Moving Forward

More Billable Services Organizations trust QuickArrow than any other Professional Services Automation solution. You can begin working with one of QuickArrow's Professional Services Automation (PSA) Consultants today to evaluate and assess the challenges you are working to overcome and the goals you are focused on achieving.

To help you determine the impact a PSA solution can have on your software services and delivery organization, call 866.313.PSA1 (7721) and mention this white paper to receive a free 30-minute consultation, or [click here](#) to request a consultation online.

Elizabeth Davis

Elizabeth Davis, QuickArrow's CEO, founded QuickArrow in 1998 after 16 years of professional experience in the technology sector. Her focus has always been on developing the right relationship with the customer and building the right team to accelerate QuickArrow's presence in the marketplace. These commitments established a solid foundation for the company. Davis holds a

BBA in Management Information Systems from The University of Texas at Austin, and is a co-chair of the Executive Women's Forum of the Association for Women in Technology - Austin (AWTA).

About QuickArrow

QuickArrow is a leading provider of automation and management software for Billable Services Organizations. QuickArrow offers the first and only Services Automation solution specifically designed to streamline operations and provide visibility into all key operational metrics for Billable Services Organizations. QuickArrow has received its second unqualified SAS 70 Type II certification. This certification demonstrates the company's commitment to the safety and security of clients' data and to the reliability of QuickArrow's service.

QuickArrow, a founding member of the Technology Professional Services Association, TPSA (www.tpsaonline.com), has more than 230 clients and 20,000 users worldwide, including IT services, software, hardware, environmental consulting entities, as well as management consulting, health care consulting and business services organizations. Clients include Salesforce.com, Borland Software, Eloqua, Genesys Telecommunications Laboratories (a subsidiary of Alcatel), and INX. QuickArrow is headquartered in Austin, Texas.

QuickArrow, Inc.
11675 Jollyville Road, Suite 200
Austin, Texas 78759
Telephone: 512.381.0600
www.quickarrow.com

Sales: 866.313.PSA1 (7721)
qasales@quickarrow.com