

THE TALENT SUPPLY CHAIN AND SAP FOR PROFESSIONAL SERVICES

MATCH FORECASTED DEMAND FOR TALENT WITH SUPPLY

The SAP for Professional Services solution portfolio provides project-based and managed services firms with solutions and services to manage their talent supply chain by improving demand forecasts, recruiting and retaining the right mix of people, and maximizing resource utilization.



As a professional services firm, you understand that your clients want professionals with deep industry knowledge and functional experience – and they want local expertise delivered anywhere in the world. You know your brand equity is still important, but increasingly your clients are basing their decisions about engaging your company on a few select individuals. An emerging component in your ability to deliver client value is providing lower-cost labor options – providing firms with added scalability, labor flexibility, and certain cost advantages, which increase operational complexity.

Your company is built on the strength of your human resources. Talent is your most important – and expensive – asset. It differentiates your firm from your competitors. Payroll and benefits can constitute over two-thirds of your operating costs. Obviously, how well you utilize and manage your workforce is critical to your success.

Your ability to be a market leader depends on your ability to understand both client demand for skills and where and when these skills will be required. You must then use this information effectively to create accurate demand forecasts; maximize talent utilization; and, as always, hire, retain, and develop the best and brightest employees. To accomplish these goals, you need a fully integrated talent supply chain – comprising talent, resource, demand, and supplier management – that supports the long-term strategic goals of your company.

Gain Software Support for Talent Supply Chain Management

The SAP for Professional Services solution portfolio provides the fully integrated set of solutions, applications, and services you need to manage your entire talent supply chain. The SAP® software enables you to take a holistic approach to maximizing the talent supply chain by helping you bring together critical business processes such as talent, resource, demand, and supplier management. With an effective talent supply chain, you can allocate resources in real time, conduct long-term staff planning to cultivate top talent, and leverage a global view into skill availability to meet present and future demand. With SAP for Professional Services solutions, you can:

- Identify and track promising candidates quickly
- Implement strategies to retain the best and brightest talent
- Improve your ability to staff projects profitably
- Analyze demand data to better plan talent needs

Identify and Track Promising Candidates Quickly

As a professional services firm, you realize how important recruiting, training, and retaining talent is to the success of your business. And the talent supply chain begins with the hiring process. SAP for Professional Services solutions offer you all the recruiting functionality you need to locate appropriate talent – including the SAP E-Recruiting applica-

tion for intelligent electronic screening, filtering, sorting, and ranking. The solution portfolio helps you manage the entire recruiting process, from contacting candidates and hiring employees to targeting talent and maintaining ongoing contact with candidates of high interest. In documenting every point of interaction between applicants and your company, the solutions help you identify and track suitable candidates quickly – reducing the time and cost to hire.

Implement Strategies to Retain the Best and Brightest Talent

A recruiting program is only as effective as your ability to retain top talent. Many firms use a combination of compensation packages and training programs to reward employees for

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performance and allow them to add new skill sets, enhance their career development, and increase job satisfaction.

Well-designed and innovative reward systems such as performance- and

competency-based pay, variable pay plans, and long-term incentives will help your top performers stay motivated to produce at their highest levels. SAP for Professional Services solutions support integrated performance and compensation business processes and make it easier to perform a comparative analysis of compensation packages – incorporating both internal and external benchmarking data – to help ensure your compensation packages are competitive. Additionally, you can create total compensation statements and manage all aspects of employee compensation – from budgeting to managing long-term incentives to job pricing. Supporting critical succession planning, SAP for Professional Services solutions can align personnel development with company objectives while taking into account employee preferences.

If you are like most professional services firms, you have invested heavily in training and developing your professionals to ensure that they possess the right skills to deliver value to your clients. Each of your professionals has a unique learning style and individual training needs. Therefore you need comprehensive enterprise learning functionality that tailors and delivers training to all professionals efficiently. SAP for Professional Services solutions include the SAP Learning Solution and fully support your firm's knowledge and resource life cycle. SAP Learning Solution offers a blended learning solution to provide the right mix of learning methods – from traditional classroom courses to flexible Web-based training and virtual classrooms.

Additionally, because your professionals are always on the go, e-learning provides a great way to improve training quality and deliver a consistent learning experience – anytime, anywhere. E-learning can cut your corporate training costs significantly by reducing the travel and administrative costs associated with traditional classroom training. With flexible training and compensation programs tailored to the needs of your individual professionals, it's easier for you to retain your top talent, which means you will have the resources you need to staff critical engagements.

Improve Your Ability to Staff Projects Profitably

Resource management is a key component of talent supply chain management. You can staff engagements more profitably if you properly identify and allocate internal and external resources. With SAP for Professional Services solutions, you can search for individual skill sets and available talent, then reserve resources based on projected skill demand. With a global view of resource requirements and the ability to share professionals across geographies and engagements, you utilize your talent to the highest levels possible.

To meet the global needs of your clients, SAP for Professional Services solutions support your transfer and repatriation business process, streamlining global staffing and assignments. You can administer the entire expatriation process for a global employee, including assignment and relocation

planning, employee transfers, personnel and payroll administration in the host country, and repatriation. With transfers simplified, it's easier for you to staff projects with employees who are best qualified to execute according to client needs – regardless of their location.

When internal resources are stretched too thin, you must quickly identify and effectively use partners, subcontractors, and offshore resources to meet your clients' needs in diverse markets. SAP for Professional Services solutions integrate subcontractors into your service delivery processes to give you a single, real-time view of all external resources. You also benefit from integrated resource management functionality, such as the ability to schedule resources from Microsoft Outlook. Your partners benefit from self-service access to supplier portal applications, allowing them to complete service delivery administration and other activities.

Analyze Demand Data to Better Plan Talent Needs

Demand management is another critical link in the talent supply chain. SAP for Professional Services solutions let you use sales pipeline information to calculate future resource demands and manage existing resources proactively. By linking sales information with resource management, you can plan for and schedule resources and execute other critical human capital management processes accurately. You can manage leads by creating a comprehensive record of clients, prospects, and opportunities. You are able to capture, monitor, and track all critical client

and project information including detailed profiles, full interaction history, identification of key decision makers, and project risk assessment. You have the tools to create profitable and long-term relationships with your existing clients and attract new ones more easily by coordinating and optimizing all your client-facing business processes.

Analytics are indispensable for optimizing the talent supply chain. The SAP for Professional Services solution portfolio includes the sophisticated analytic functionality of the SAP ERP Human Capital Management solution and provides your managers with the insight they need to identify talent gaps and predict shortfalls based on anticipated changes in business. By measuring and analyzing recruiting processes, succession programs, employee performance, compensation programs, and learning programs, SAP for Professional Services solutions provide you with the valuable data you need to refine your talent management programs and plan for the future.

Generate Peak Talent Performance to Lower Costs

With effective talent supply chain management in place that is supported by SAP for Professional Services solutions, your firm is better able to help employees perform at their peak, increase customer satisfaction, and lower operating costs. You reap the benefits of an effective information flow that facilitates every step in the talent supply chain, from making offers during recruiting, assigning resources, and forecasting demand to managing suppliers.

Your company is built on the strength of your human resources. Talent is your most important – and expensive – asset. How well you utilize and manage your workforce is critical to your success.

SAP for Professional Services solutions help you:

- **Maximize corporate performance** by finding the right people for the right job at the right time
- **Increase talent utilization** by integrating demand and resource management to staff engagements optimally
- **Retain top performers** by defining career plans clearly and compensating employees appropriately
- **Prepare for future growth and innovation** by filling talent gaps with high-potential employees proactively
- **Improve talent planning and decision making** with real-time, personalized measurements and metrics

Find Out More

Contact SAP to learn more about reaping maximum benefits from an integrated talent supply chain. Call your SAP representative or visit us today on the Web at www.sap.com/industries/professionalservices.

Summary

The SAP for Professional Services solution portfolio provides project-based and managed services firms with the solutions, applications, and services to support effective talent supply chain management. The SAP® software supports a set of highly efficient and integrated business scenarios to help you manage talent, resources, and opportunities more fluidly, resulting in improved demand forecasts and optimal staffing arrangements. SAP for Professional Services solutions help you recruit and retain the right mix of the best and brightest people, maximize your resource utilization, and deliver exceptional service to your demanding clients.

Business Challenges

- Retain top performers by defining career and development plans clearly and compensating employees appropriately
- Prepare for future growth and innovation by identifying and filling talent gaps with high-potential employees proactively

Key Features

- **Recruitment** – Locate appropriate talent with support for electronic screening, filtering, sorting, and ranking
- **Integration of performance and compensation business processes** – Know your compensation packages are competitive by performing comparative analyses using internal and external benchmarking data
- **Comprehensive enterprise learning** – Tailor and deliver training to all your professionals efficiently
- **Transfer and repatriation** – Streamline global staffing and assignments

Business Benefits

- **Maximized corporate performance** by having the right people and leveraging their skills in the right job at the right time
- **Increased talent utilization** through integration of demand and resource management
- **Improved talent planning and decision making** based on real-time, personalized measurements and metrics

For More Information

Contact SAP to learn more about reaping maximum benefits from an integrated talent supply chain. Call your SAP representative or visit us today on the Web at www.sap.com/industries/professionalservices.

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