A Service Performance Insight White Paper

Service Compass: Charting the Course to Professional Service Excellence

Reimagining the Advertising Industry
Advertising, Media and Publishing Case Studies

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INTRODUCTION

The digital transformation of the advertising industry continues to push advertising revenues and industry mergers to new heights. Winners are experiencing extraordinary revenue growth based on multidisciplinary campaigns which combine media, print, TV and radio with new forms of social and digital.

The advertising industry is moving to integrated marketing with agencies providing a full array of marketing channels – PR, website and digital design, creative, social and paid search. Marketing and advertising firms are offering more strategic planning, earlier in the process, to help clients set strategy and direction and clients are demanding research and digital analysis to build out audience personas. Business now naturally flows from strategy to execution, requiring greater coordination and collaboration across the agency than ever before.

The ongoing war for talent has become a catalyst for mergers and acquisitions as smaller boutique agencies find they need partnerships with larger players to provide digital expertise and access to global talent and markets. At the same time, larger firms are finding financing readily available to help them amplify their growth through mergers and acquisitions.

Technology is fueling the change, eroding longstanding bastions of advertising business models and revenue, while also offering the means of a brilliant renaissance and re-creation. Big data, security and privacy concerns along with all things digital have sent the world of advertising into a whirl of mergers, acquisitions, new business paradigms, and urgent mastery of information technology.

This new world with its new realities has created strange bedfellows as traditional strategy and IT consultancies like Accenture and Deloitte are being pushed to extend growth and improvement strategies to include brand-building, marketing and communication disciplines. At the same time, traditional advertising firms are being asked to create go-to-market strategies that extend far beyond marketing into the boardroom. At times it seems as if art and technology are at war. In fact, professional services firms specializing in branding, customer engagement, and advertising are increasingly turning to technology in order to maximize the impact and profitability of creative projects. Art and technology become partners to reimagine the industry and to reinvigorate the notion of “brand”.

In this paper, Service Performance Insight (SPI) highlights case studies in technology advances from industry leaders: Finn Partners, Simpli.fi and W2O Group. These leaders naturally approach the challenges they face from the perspective of the advertising industry and their own firms in particular. SPI, itself a leader in global research and consulting for professional service organizations (PSOs), views these problem sets and solutions through the lens of its service expertise. The result is a case-based look at how advertising firms can robustly embrace change to improve their performance as PSOs that specialize in the ancient craft of branding in the modern age of digital media.
THE REALITIES OF ADVERTISING IN THE DIGITAL AGE

Although each of the firms profiled in this paper have different areas of expertise and renown, SPI found some common dynamics at work:

• Advertisements are no longer competing with other advertisements for mindshare; they are competing with the life of individuals. Advertisers must find ways to get busy individuals in the course of their digital days, to want to pay attention, to engage, and ultimately to act.

• Increasingly, data-driven marketing is driving creative decisions. Clients want global and national campaigns to tap into personalized and localized buyers. Creative firms must develop or acquire technological expertise and capabilities to execute in the digital economy. And it doesn’t stop there. Technological and societal change is constant, so agencies must constantly experiment, refine and adapt to new technology-driven mediums.

• Brand still matters – in some ways arguably more than ever before. However, brands must now be built across a fragmented array of media, venues, content, and formats that still – like a holograph – will be cohesive and brand affirming when viewed collectively. What would formerly have been a monolithic multi-million-dollar broadcast campaign, now morphs into a series of many smaller projects. The total spend may be the same, but the projects are fast, flexible, focused, cross-disciplinary efforts for high impact at high velocity.

Technological innovation may have broken traditional business models, but it has also broken the shackles of industry constraints of fixed time lengths and formulaic formats. With artificial boundaries removed, the industry has entered an explosive era of creativity. Companies that successfully embrace these conditions enter into a new theater of possibilities that are ripe for profitable business engagements.

BUSINESS CHALLENGES FACING ADVERTISING FIRMS

SPI finds that the advertising industry faces business challenges that are common to professional services firms in other areas of specialization. What makes these factors more difficult for those in the advertising industry is the fact that the changing demands are forcing cultural change onto a landscape that has traditionally been dominated by big personalities with big, bold ideas.

Think Mad Men meets Star Wars. Negotiating these changes means instituting new processes, disciplines, and capabilities while maintaining the best of the rest. Today’s technologically driven advertising market demands antiquated systems be replaced with cloud-based offerings – integrating and standardizing for increased agility, flexibility, and profitability. And Mad Men themselves must embrace accounting to develop the financial acumen required to thrive in today’s economy. Financial systems must interface with ad servers and ad exchanges and automate transactions and multi-element billing to the maximum degree possible.

• Global expansion requires multi-currency, multi-entity accounting and billing.

• The industry is facing consolidation. Public and private agencies combine to extend capabilities and geographies as well as to create economies of scale and competitive advantage. A high volume of mergers and acquisitions (M&A) means that consolidated firms
face disparate, legacy systems that hamper cooperation and progress. There is a need for modern, cloud-based infrastructure and solutions that can quickly adapt to and support changes.

- Clients require accounting and billing transparency. The complexity of relationships, volume, and partnering discounts drives clients wild. They are demanding more transparency. Heads roll, and clients switch agencies to gain visibility into, and control over, fees.

- Revenue growth and billings are more complex than ever before by orders of magnitude. The multitude of new mediums and arbitrage scenarios means that tracking margins has become more difficult. Clients and agencies see value in campaign packages that span these mediums, but they want straightforward purchasing, accounting, billing and reporting that is clear and easy to understand.

- Talent matters. With some of the highest attrition in industry today, matching the right resources to the right projects means keeping track of skills and competencies, past projects and future career aspirations all while forecasting future resource requirements.

- Resource and project management has become big business in advertising to provide visibility into projects and their progress, as well as budget to actuals. Time and expense capture has become mandatory to gauge the effectiveness and profitability of people and projects.

- Cash is the lifeblood of the advertising industry yet many firms still transverse a hodge-podge of antiquated systems with loads of error prone spreadsheets. They have limited visibility to client and project profitability let alone accurate revenue and cash projections.

**ADVERTISING INDUSTRY CASE STUDIES**

Business challenges require business solutions. SPI met with leaders in the advertising industry to discuss the challenges that prompted their selection of NetSuite solutions as well as the processes, outcomes, and opportunities going forward. Their stories follow below.

**FINN PARTNERS**

SPI sat down with Noah Finn, Founding Managing Partner for Finn Partners.

**The Company** – Finn Partners was launched in 2010, since that time we have grown rapidly both organically and through acquisitions to over 600 employees. Headquartered in NY, 15% of our business is now international. Our legacy is in public relations – across a wide set of industries. In 2010 we were spun out of Ruder Finn with $18 million in fees. Seven short years later in 2018, we have close to $80 million in fees, 600 colleagues and 16 offices. Since 2010, Finn Partners has acquired 11 boutique agencies, expanding internationally and into new vertical markets. Finn Partners has been named “Best New Agency,” “Best PR Agency to Work for in North America”
and “Best Mid-Sized Agency of the Year” three times. Now, we’re one of the world’s largest agencies.

The challenge – We were expanding rapidly and globally but still trying to use an antiquated, desktop-based Elite Accounting System provided by Thomson Reuters. We had no global, real-time view of the business. We were dependent on outside accountants in each country we operated in with separate systems and processes in each country. We were very key person dependent with loads of manual processes, data reentry and excel-based consolidation. No real-time information. A senior finance leader spent weeks doing all the manual consolidations.

The solution – We wanted a cloud-based financial system which would support our growth. We needed easy to use yet sophisticated functionality that would allow us to customize to the way we want to run our business. We chose NetSuite OneWorld in 2015 to support our global operations with multi-subsidiary and multicurrency accounting. We are using NetSuite SRP (Service Resource Planning) for time and expense capture and resource management. We also use Advanced Revenue Recognition, Fixed Assets and NetSuite CRM to track our opportunities and prospects. Everyone enters time into SRP and we do hourly, fixed fee and retainer billing. We have also started using NetSuite’s SuitePeople for human resources and are adding new functionality every quarter. We have implemented time off reporting and are starting to standardize our job titles and streamline our job roles. We have already cut our job titles in half, going from 300 to 150 and are now aiming to reduce to 75. We are now using core NetSuite functionality regarding permissions and are adding a new Performance Review solution. If we didn’t have NetSuite we would not be able to run today’s global business. With NetSuite, we are more resilient and less dependent on tribal knowledge.

The benefits – Now we have much better visibility into project and client profitability. Accurate, global, real-time information helps us manage our resources and team better. With OneWorld we are able to quickly and easily assimilate new acquisitions and now with SuitePeople we are able to standardize our job titles, job roles and payroll. NetSuite OneWorld is compliant with all the European regulations, this has really helped us streamline our accounting and reduce our dependence on expensive in-country outside accountants. We are now going into Asia – Singapore and China – NetSuite is compliant in every country we want to expand into. This has tremendously enhanced our ability to run a global organization. From an executive point of view, real-time information has helped us to make better, fact-based decisions. We can run reports at any time. Cash flow has improved, and we are able to invoice faster. Now we have visibility to receivables, payables and bank balances. We can see open receivables and unbilled expenses so we can be more proactive. Although many of our finance team were skeptical at first, we are now starting to see lots of innovation with folks diving into different areas of the business for analysis and improvement.

Lessons Learned - If we had to do this project again, we would put greater focus on internal training. We trained our staff later than we should have. With more training we could have focused earlier on streamlining our business processes. Our total implementation took less than six months. Perhaps we could have done a better job of system configuration upfront if we had paid more attention to mapping our business processes and learning the system. We were so excited to get started that in retrospect we could have done a better job of planning and testing.
Now we are starting to get better and better user adoption as the finance team learns how powerful the system is and how it helps them do their jobs.

**Simpli.fi**

SPI sat down with Neal Helf, Controller for Simpli.fi

**The Company** - Simpli.fi is the programmatic advertising platform built for the scale of localization and personalization. Their clients leverage Simpli.fi’s ability to customize audiences to local needs, provide superior performance on high volumes of localized campaigns, and deliver efficiently to drive higher ROI in their digital business.

Simpli.fi CEO, Frost Prioleau, and CTO, Paul Harrison co-founded Simpli.fi in 2010 upon seeing an opportunity to reshape digital advertising through programmatic ad buying. Simpli.fi’s approach, which provides more granular and precise targeting as compared to legacy audience targeting using pre-packaged opaque audience segments like “auto intenders”, has unique advantages in localized advertising campaigns. Most programmatic platforms avoid localized advertising, as local is characterized by high volumes of small budget campaigns, and ongoing issues with advertiser churn. Simpli.fi implemented automation to manage and optimize high volumes of small, localized campaigns and works through media companies (cable, TV, newspaper, etc.) to power their SMB offerings along with agencies and national brands to power their multi-location campaigns. Today, Simpli.fi has over 97,000 daily active campaigns on its platform and is the leader in localized programmatic advertising. We have nearly 250 employees and generated over $63 million in annual revenue in 2017.

Programmatic advertising is one of the biggest advancements in digital since the introduction of search, but initially, most of the available programmatic technology was focused on national campaigns with pre-packaged audience segments, making it difficult to customize, optimize and personalize audiences based on local buying habits, brand preferences, and competition.

Localization is necessary to effectively reach users whose buying habits, nomenclature, and preferences vary widely from state-to-state and city-to-city. However, scaling large numbers of highly personal and targeted local campaigns requires purpose-built technology. For example, a Toyota dealer in Palo Alto, CA, may have a lot full of Prius Hybrid vehicles, and will need very different targeting and messaging than a Toyota Dealer in Fort Worth, TX, who will likely have a lot full of Tundra Pick-up Trucks and SUVs. This is where Simpli.fi fits into the marketplace. Simpli.fi’s use of unstructured data, which allows for rich, highly granular targeting, serves ads based on element-level information, making campaigns more relevant and effective, thus driving a higher ROI.
The Challenge - Since our founding in 2010, we have experienced dynamic growth. We started out using a cloud-based accounting system designed for small businesses (QuickBooks Online) but quickly began to outgrow it. By 2015 limitations in customization and the time and processing power it was taking to run our business and invoice our clients had reached a breaking point. Based on our aggressive growth plan, we knew it was only going to get worse, so we started looking at more scaleable cloud-based accounting solutions. NetSuite was the clear winner because it could support our growth and provided valuable extensions and integrations to allow us to effectively manage our expenses and collections. The decision to go with NetSuite was primarily driven by Finance and Accounting but we did have executive support and buy-in.

Since we are a completely cloud-based company and wanted our finance and accounting solutions to follow suit, we really liked the fact that NetSuite was designed from the ground up to help facilitate this. We found that many of NetSuite’s competitors were retrofitting on-premise solutions. NetSuite provides excellent reporting and is easy to integrate with other cloud-based applications.

The Solution - We made the decision to go with NetSuite in 2015 and went live in 2016. We initially started with a basic version of NetSuite Financials but when we were acquired by GTCR in 2017 we moved to NetSuite OneWorld to be able to support global operations and multiple entities. We used a third-party consultant to help with the initial implementation. It took longer than we thought it should because we had to migrate two and ½ years of historical data. We have a lean finance and accounting group. We also implemented integration between NetSuite and our 3rd party expense management system, Abacus. NetSuite is our platform for invoicing and collections.

We also use Exponent HR as our human resource management solution for payroll with regular uploads into NetSuite. Outside of payroll our largest costs are for media. We are looking at adding dunning letters for collections and would like to add a customer portal for credit card processing and segmentation.

Benefits - NeSuite has significantly improved our invoicing time. Our monthly close cycle has been reduced to two to three days. Even better, NetSuite has easily supported our greater than 40% per year growth rates. From 2015 to 2017 our revenues almost tripled while we only added three people in Finance and Accounting. We also added a franchisor business which meant we needed to invoice their individual franchisees separately, so in a short period of time we saw our number of invoices ramp up significantly.

In terms of qualitative benefits, we are able to easily customize reports and create effective board reporting packages, which analyze different facets of our business. Since NetSuite was acquired by Oracle, we have seen NetSuite become the defacto standard for Media and Advertising companies. NetSuite’s dominance in our market means their marketing and advertising partnerships and integrations are growing exponentially. This gives us an almost infinite choice of add-on solutions tailored for our unique needs. We plan to spend more time looking at additional applications which will help us further streamline and improve our business.

Lessons Learned - If we had to do our selection process over again, we would evaluate alternative
implementation options. NetSuite has now added Marketing and Advertising SuiteSuccess packages which could have accelerated our implementation process. Overall, we have been very happy with NetSuite and feel their focus on Marketing and Advertising is really helping our business. We also wish we had spent more time up front learning NetSuite and invested in more training so we could have hit the ground running.

**The Future** - In the Marketing and Advertising sector, acquisitions are rampant. GTCR will fund additional acquisitions and with NetSuite OneWorld we will be able to easily assimilate and consolidate reporting for additional entities. It is very straight forward to set up a new chart of accounts for our acquisitions; onboarding is a breeze.

From a technology point of view, the big trend in programmatic advertising is to provide over-the-top (OTT) advertising on streaming devices. You are going to see more and streaming media ads, and you will see greater focus on privacy and data use with an emphasis on quality data reporting. We will need to provide data reporting integrated with the media exchanges. There will be more emphasis on eliminating low quality and fraudulent content.

For Simpli.fi, we always strive to be ahead of the curve and to constantly improve our geographic listing accuracy. We are very unique in the marketplace because we can efficiently run much smaller and more targeted localized campaigns by using unstructured data. We expect our 40+% growth to continue and perhaps accelerate with the potential for acquisitions on the horizon.

**W2O GROUP**

SPI sat down with Becky Ostrom, Senior Vice President of Finance and Operations.

**The Company** - Founded and led by CEO Jim Weiss since 2001, W2O is an independent network of complementary analytics and insights-driven, digital marketing and communications firms focused on integrated business solutions for the world’s leading brands and organizations in healthcare and other industries. The firm employs nearly 700 people in a dozen offices across the United States and Europe.

W2O incorporates Insight Integration, a strategic approach based on unearthing transformative insights from data/analytics and integrating them — across all marcom disciplines — to arrive at a precise solution for clients’ business needs. The goal is to create an Unfair Advantage for clients who face dramatic challenges in a shifting environment by following the right data to get to the right solution. The right data clarifies the audience, what matters to them, and where the client’s brand fits in their lives. W2O employs proprietary analytics models, methodologies and approaches in a digital world to design precise communications and marketing strategies and engagement to deliver the right solution to provide sustained business results.
In 2017 W2O reported another year of double-digit revenue growth with a 17.6% increase in revenue to $144.3 million in 2017, up from $122.7 million in 2016. All of this growth was organic and in large part due to the successful integration of three consecutive acquisitions made in late 2016: Pure, Marketeching and Sentient.

The Challenge - Since its founding in 2001, W2O has experienced tremendous growth. In 2018 we partnered with a private equity firm to get more funding for acquisitions which means we have more acquisitions on the horizon. Smaller boutique agencies with unique expertise are attracted to us to be able to provide comprehensive global advertising solutions for their clients while growing their own capabilities via access to our tremendous talent pool.

Our greatest challenge was managing 15 to 20% growth rates per year with an antiquated financial management system. We had outgrown our startup system which did not give us the capability to run a global business with multiple subsidiaries and entities. We lacked visibility and management controls. We needed to be able to reliably and consistently collect and approve time sheets with checks and balances built in. We have lots of subsidiaries and had no ability to set them up as separate entities... everything was set up as one big P&L which meant we couldn’t drill down to discover individual entity results.

Another fact of life in marketing and advertising is that our industry lives with staggering workforce turnover of 20 to 25%. We needed a cloud-based financial and resource management system which we could integrate with our human capital management system to give use visibility in our workforce and upcoming resource requirements.

The Solution - in 2013 we started the selection process. We started by asking colleagues what systems they had used in prior firms and began learning about best practices in marketing and advertising agencies. When we discovered NetSuite combined with OpenAir we knew had found the right solution for us. It had the time and expense capture and resource management in OpenAir that we needed for our projects combined with NetSuite OneWorld which provided the global finance and accounting solution we were looking for. OneWorld enabled us to create separate P&Ls for our subsidiaries but with a global rollup capability that allowed us to see and manage the business as a whole. Even better, it meant that we could easily acquire new firms and bring them onboard with a separate P&L that became part of our global roll-up.

Our turnover has slowed with our acquisitions because we are now able to provide more career opportunities. We have combined Workday’s Human Capital Management solution with NetSuite financials and PSA to gain visibility into our workforce. We are now able to track skills and turnover. The combination of HR and NetSuite has been game changing because we can not only see what people are working on but can also plan capacity for the future.

The Implementation - We made the decision in 2013 and started building the system and integrations in July with an aggressive go live date of January 2014. A month into the project we had a big reorganization which meant we had to redesign the system and redefine the schedule and priorities. These setbacks meant our implementation was pushed to the wire. We should have allowed 30 to 60 more days. We used NetSuite Professional Services and found them to be
very responsive. If we thought a NetSuite team member wasn’t strong enough they replaced them. They were very conscientious about customer satisfaction and very responsive.

The Benefits - Our financial close process has improved significantly. Prior to NetSuite it was taking 25 days to close, now we can do a flash rollup in 1 to 5 days and close in less than 10 days. We kept trying to close faster but our previous time collection did not require real-time time approval so when billing would generate an invoice we discovered incorrect time entries which meant we would have to circularly go back to fix time entries. With NetSuite we implemented a new, far more efficient time approval process. NetSuite defines project codes per person, so consultants only have to look at the projects they are assigned to. We have far fewer errors. We have centralized resource management in OpenAir and are now able to track what everyone is working on. Our old system did not have a resource planning and management tool which meant project planning was done in excel. We did not have a consolidated view of our resources with no visibility into who was working on what or whether they were available for new assignments. We were losing money hiring contractors when we had employees available. The OpenAir resource manager is capturing time and project plans and provides a window into efficient resourcing.

Not only are we closing faster but we are also providing improved management reporting and visibility to our leaders and investors. We are no longer making management decisions from the rearview mirror. And it has improved our cash management with faster invoicing and better accuracy. Improved cash management is helping us fund acquisitions. Overall everything about our finance, accounting and resource management is faster, cleaner and more efficient.

An unexpected benefit that came with better financial visibility and control is we have improved the financial acumen of our leadership team. They now know what EBITDA stands for and are interested in accurate forecasting and budgeting. They now review what it takes to achieve gross profit and are focused on minimizing project overruns. We have now instituted a staffing plan. We now can ask for change orders. Quite simply, NetSuite has revolutionized our business.

Lessons Learned - Don’t shortchange staff training. Because our timelines were very aggressive we didn’t do hands on training until we were rolling it out. We should have pushed ourselves more during the initial 6-month period to learn the system and map our business processes. We should have spent more time trying to remap historical data. But the good news is, the longer we are on NetSuite, the less reliant we are on inaccurate data from the old system. The flexibility of NetSuite’s report writing capability is very strong, but we should have dedicated someone to create the reporting structure and initial reports. Today we rely on self-service reporting.

The Future - NetSuite is the right decision for us. We do not foresee outgrowing NetSuite because with OneWorld we can easily add subsidiaries, new entities, new currencies, new taxes and accounting policies. In 2016 we did three acquisitions and added 100 people. Going forward NetSuite provides a global platform to accommodate and manage acquisitions. We are getting better and better at bringing on new businesses and assimilating them, propelling even faster growth. NetSuite has enabled us to significantly improve the financial acumen of our management team and provide the visibility and financial reporting required by our investors which in turn ensures future funding to stimulate even faster growth.
SUMMARY: WHAT DID THEY HAVE IN COMMON?

All are successful companies in high growth and acquisition mode

As different as each of these companies are, they share a passion for excellence in their art and in their business. They realized that continued, even accelerated, growth would require technological adoption to facilitate new and evolving business models. Each one had inadequate finance and accounting systems which no longer supported the business. All of them were running the business with an unproductive hodge-podge of spreadsheets, legacy applications and silo’ed business processes that yielded information that was by turns inaccurate, unreliable and even contradictory. Antiquated and incompatible systems were almost universally supported and supplemented by hosts of Excel spreadsheets along with operations staff focused on manual data entry and consolidation, with little time left over for analysis. Decisions were made using a rear view mirror rather than with trend analysis and visibility into the future.

All are dealing head on with the impact of digital marketing on business models and practices

The look of advertising success has changed from monolithic, giant price tagged, long-term multi-year retainers into hundreds of concurrent projects that are high velocity and high impact. As revenue goals increase dramatically year over year, achieving them requires more projects and transactions than before. Gone are the days of client lock-in over extended horizons; clients are free to be fluid in their business. They can and do come and go at will. As if these changes weren’t jarring enough, clients are increasingly asking for more and better reporting along with more and more targeted data analytics to describe their buyer personas. The result is increasing pressure on advertising business margins. That pressure makes resource management and control – standard fare for professional services organizations—a new imperative for the advertising industry. These firms were not looking to cut costs – though that was frequently a byproduct of implementation – but to equip and enable agile, effective business processes.

Why they chose NetSuite

Multi-currency, multi-geography, multi-entity cloud-native capabilities headed the list. All made their decisions on functionality, cost, and integration – which in turn directly translated into user adoption and solution effectiveness. The ability to see and respond to changing conditions was critical. The system had to be able to scale to support 40+% annual growth rates without expensive upgrades, customizations or data migration.

Results

The results that were mentioned were quite uniform in type and impact. They include:

• The ability to support a dynamic and growing business with the ability to quickly set up new entities and charts of accounts in support of global acquisitions and expansion.

• Although initially US-based, each business is expanding globally so support for multi-currencies and conformity to multiple country accounting and taxation regulations is critical.
• Talent is a critical dimension with high staff turnover, so effectively managing resources and ensuring assignments are aligned with career aspirations is critical. Better resource management results in better project results and less reliance on outside contractors.

• Data accuracy and reporting provides a stronger, more accurate basis for business decision making with visibility into utilization, capacity, predictability, forecasts, risks, and costs.

• Faster financial period closing cycles and improved invoicing and cash collection helps firms manage and improve their cash positions which in turn provides the fuel for investments in both organic growth and acquisitions.

• Streamlined business processes and improved user adoption have transformed business operations and laid the foundation for on-going high performance. NetSuite has enhanced management visibility thereby improving financial acumen and fact-based decision making for leadership teams and investors.

**Critical success factors**

Across the board, and not surprisingly, were executive commitment and communication across stakeholders, followed by a dedicated selection and implementation team. Every organization wished they had spent more time upfront training their users and mapping their business processes and data to ensure the right configuration to streamline business processes, approvals and reporting.

**CONCLUSION**

Although the advertising industry has been jolted into the digital age, the disruption also serves as an expansive time of opportunity and growth. As successful firms adopt technology to compete in a world gone digital, SPI Research recommends that they adopt tried and true best practices of professional services organizations worldwide.

The move to bring digital and creative closer together will be greatly facilitated by the application of consulting business practices to the creative process. The aim will never be to turn the business of art into a science. Instead, consulting business practices can clear the runway for the creative process to thrive both artistically and commercially. The sky’s the limit on creativity today as old standards, barriers, and boundaries continue to topple. Good technology and sound business practices can form a solid foundation for excellence across all disciplines in the advertising industry.
About Service Performance Insight

R. David Hofferberth, PE, Service Performance Insight, managing director and licensed professional engineer has served as an industry analyst, market consultant and product director. He is focused on the services economy, especially productivity and technologies that help organizations perform at their highest capacity.

Dave’s background includes application and analytical tool development to support business decision-making processes. He has over 30 years of domestic and international information technology experience with firms including the Aberdeen Group and Oracle. Contact Hofferberth at david.hofferberth@spiresearch.com or 513-280-1290.

Jeanne Urich, Service Performance Insight Managing Director, is a management consultant specializing in improvement and transformation for project- and service-oriented organizations. She has been a corporate officer and leader of the worldwide service organizations of three publicly traded software companies (Vignette, Blue Martini and Clarify), responsible for leading the growth of their professional services, education, account management and alliances organizations. She is the co-author of the Professional Service Maturity Model™ benchmark, used by over 20,000 project and service oriented organizations to diagnose and improve their performance. www.spiresearch.com

Jeanne is a world-renowned thought-leader, speaker and author on all aspects of Professional Services having spent 40 years creating, running and transforming global consulting organizations.

Contact Urich at jeanne.urich@spiresearch.com or 650-342-4690.