



## Executive Summary

A series of market trends are reshaping the financial management needs of companies of all sizes, especially small and mid-size businesses (SMBs).

Globalization is forcing these companies to contend with the challenges of properly tracking multiple currencies. At the same time, advancements in mobile technologies have created an increasingly dispersed workforce that must submit key data to a company's financial system and be able to access this corporate information from anywhere, at anytime to do their jobs.

These requirements are driving many SMBs to investigate alternatives to Intuit's QuickBooks™ which many young companies rely upon in their initial stages. These companies are finding that QuickBooks cannot keep pace with the escalating business complexities because of the following shortcomings:

- Limited-user design
- Single entity focus
- Single currency recording
- Limited change controls
- Limited software integration capabilities
- On-premise orientation

In the past, moving from QuickBooks to a more sophisticated financial system meant acquiring a costly and complex on-premise software application. These applications entailed a significant upfront investment, long deployment cycles, and cumbersome business processes.

Today, a new breed of Software-as-a-Service (SaaS) solutions has emerged to address businesses' real-time financial management needs. THINKstrategies' research shows that these powerful and flexible, 'on-demand', SaaS solutions are gaining widespread adoption across nearly every application category, including financial management.

This whitepaper will discuss these trends and examine how Intacct's on-demand financial management solutions are responding to the escalating needs of growing companies.

## Introduction

*Today's growing businesses are facing unprecedented challenges and opportunities.*

On the positive side, growing companies have the opportunity to capitalize on global markets and resources by virtue of the today's telecommunications networks, electronic commerce outlets and lowering international trade restrictions. As a result, companies of all sizes are leveraging lower cost materials and skills abroad, and selling to new markets worldwide. On the other hand, companies must also contend with escalating competition and more complex operating requirements. Differentiating a company's products and services is becoming more difficult in an increasingly commoditized marketplace. Therefore, gaining a competitive advantage and maintaining a loyal customer base is also harder.

At the same time, many companies are also increasingly reliant on a dispersed workforce of remote or mobile employees. They must also communicate more effectively with an expanding network of global suppliers, channel partners and customers.

In order to contend with these escalating challenges and fully capitalize upon today's expanding market opportunities, an increasing number of companies are recognizing that they must adopt more sophisticated financial management systems to properly support their business.

Many young companies have used Intuit's QuickBooks™ to track their simple finances, but now need a more robust financial management system to handle their increasingly complicated transactions, better forecast and track their revenue flows, keep a closer eye on their cost structures, and adhere to tighter accounting and regulatory compliance standards.

In the past, when companies decided it was time to make the move from QuickBooks, they would have to make significant investments in costly and complex on-premise, financial management software to meet their needs. These premise-based applications often required long deployment cycles, added hardware to support the applications, and dedicated inhouse information technology (IT) staff time to keep the software up and running.

THINKstrategies' research has found that companies of all sizes are adopting a new generation of on-demand, Software-as-a-Service (SaaS) solutions to satisfy their escalating business requirements. This trend began with the adoption of customer relationship management (CRM) and salesforce automation (SFA) solutions from SaaS vendors such as Salesforce.com. The success of these SaaS deployments is encouraging many companies to adopt comparable SaaS solutions to satisfy their financial management software needs.

## Trends Reshaping Companies' Financial Management Needs

Companies of all sizes are facing a combination of market trends which are forcing them to more effectively manage their business. These trends include globalization, competition, worker dispersion, and a growing acceptance of web-based, on-demand services.

Globalization has created new market opportunities, but has also opened the door to new market competition. It has given companies access to new markets and cheaper offshore resources. It has also lowered the barriers to entry for a growing assortment of competitors who are increasingly competing on price rather than product features.

Thomas Friedman in his book, The World is Flat, chronicled the globalization process and captured the double-edged nature of this trend when he stated,

*“One of the unintended consequences of the flat world is...individuals from every corner of the flat world are being empowered. Globalization 3.0 makes it possible for so many more people to plug and play.”*

Global expansion has meant that companies must more effectively record global sales and coordinate their global resources. They must also contend with multinational currency and tax requirements.

Companies must also accommodate increasingly dispersed workers who must perform their job functions remotely or even on the run. They must also communicate with an expanding array of suppliers and channel partners located worldwide.

As a result, companies must adopt new methods to give these remote workers and business partners easy access to centralized and sensitive corporate data in a fast and secure fashion.

Small and mid-sized businesses (SMBs) are particularly affected by these trends because they have more limited financial resources to invest in traditional enterprise applications to manage their business operations and lack the inhouse staff to administer this software.

Corporate executives and end-users are also seeking business applications which can meet their escalating needs without the deployment and maintenance complexities and costs which plagued traditional, on-premise applications. These on-premise applications were often designed to comply with a company's IT environment rather than respond to its business needs. They have also been inflexible and unable to provide the real-time access which today's workers need to perform their jobs.

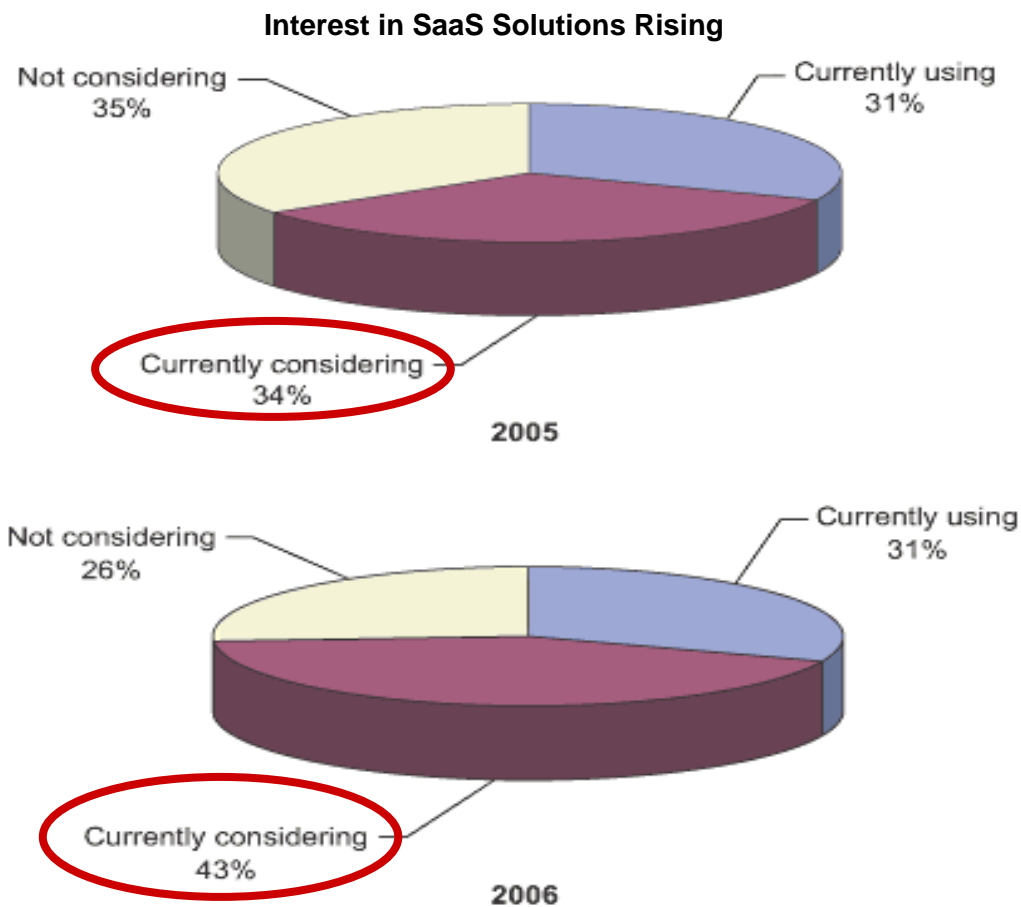
The growing popularity of on-demand services—such as Amazon, iTunes, and YouTube—in the consumer market has set the standard for similar easy to use, economical on-demand software solutions to meet various corporate requirements. As consumers become comfortable using on-demand applications in their personal lives, they increasingly want to take advantage of comparable on-demand solutions in their professional lives and work environments.

These trends are fueling the rapid growth of a new generation of web-based, Software-as-a-Service (SaaS) solutions.

Just as in the case of consumer-oriented on-demand services, SaaS solutions aimed at business users can be acquired on a pay-as-you-go, subscription basis. This permits companies to acquire the functionality they need incrementally without the risks historically associated with on-premise applications. They also avoid the upfront deployment and ongoing support costs and hassles associated with on-premise applications.

THINKstrategies' survey research, in conjunction with Cutter Consortium, has found growing interest and adoption of SaaS alternatives to traditional on-premise software. As Figure 1 shows, the proportion of survey respondents considering SaaS solutions jumped from 34% in 2005 to 43% in 2006.

Figure 1

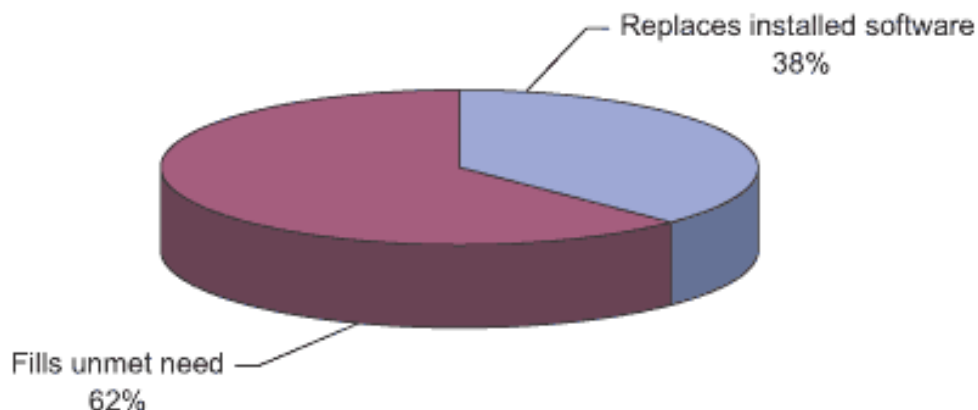


Although many early adopters of SaaS have deployed on-demand CRM and SFA solutions from companies such as Salesforce.com, there is a rapidly expanding pool of on-demand solutions available. In fact, THINKstrategies' Software-as-a-Service Showplace ([www.saas-showplace.com](http://www.saas-showplace.com)), an online directory of SaaS solutions, includes over 1600 offerings in over eighty (80) application and industry categories.

Our research has found that SaaS appeals to companies that have been unable to acquire the sophisticated applications of the past, those who have grown tired of the complexities and costs of premise-based applications, and others who have outgrown the capabilities of their existing applications, such as QuickBooks. [See Figure 2.]

Figure 2

**SaaS Appeals to New Software Users and Companies Migrating from Existing Applications**



Many SaaS offerings have been specifically designed to scale to meet the needs of SMBs, as well as larger enterprises. These SaaS solutions are well-suited to meet the evolving needs of growing companies.

THINKstrategies' survey research has found that over 80% of users are satisfied with their SaaS solutions, plan to expand their use of SaaS and would recommend SaaS to others.

A growing number of market research firms have also recognized this trend. As a result, IDC is predicting the SaaS market will experience a 21% compound annual growth rate through the remainder of this decade. Gartner expects over 25% of all software sales to be via an on-demand model by 2010. In contrast, Forrester Research is forecasting that traditional enterprise applications will only grow 4% per year during the same period.

## QuickBooks Shortcomings In Complex Business Environments

While companies of all sizes must employ increasingly sophisticated financial management to control their corporate operations, SMBs are particularly challenged to contend with these issues.

Many of these companies are either young or too small to be able to justify the cost and complexities of on-premise applications. Many have initially relied on Intuit's QuickBooks software to meet their relatively simple revenue and expense tracking needs. But, as their business requirements evolve, these companies are finding that QuickBooks cannot keep pace with their requirements. QuickBooks' shortcomings include:

**Limited-User Design:** QuickBooks is well-suited for small companies which depend on a limited number of users to handle simple accounting functions, rather than growing companies in which a larger number of people may be involved in recording, reporting and analyzing financial activity. This limitation creates an inefficient financial management process and prevents more people inputting the appropriate financial information as a part of their responsibilities. As a company grows, many employees may require some level of access, such as viewing invoices and reports, entering expense reports or approving expenses and payments. Companies may therefore require more users than QuickBooks' maximum of twenty.

**Single-Entity Focus:** As companies grow, they will often need to track revenues, expenses and profitability across multiple business units. QuickBooks is not designed to aggregate data across multiple entities, forcing growing companies to create multiple QuickBooks records which must be consolidated manually into a Microsoft Excel™ spreadsheet. This labor-intensive process falls short of producing an integrated, financial view of a company's end-to-end operations.

**Single-Currency Recording:** In order to compete in an increasingly global market, many SMBs must adopt new multinational currency tracking systems. QuickBooks users must create separate files to track their multi-currency transactions, with the exception of a Canadian version that only tracks U.S. and Canadian dollars. This creates a redundant and fragmented financial recordkeeping process.

**Limited Change Controls:** Escalating regulatory and compliance requirements, such as Sarbanes-Oxley and tightening GAAP guidelines, are forcing many SMBs to demonstrate greater 'auditability' and 'traceability'. These requirements become increasingly important when companies consider public offerings or mergers with publicly held companies. QuickBooks allows users to make prior period adjustments but change history can only be viewed by selecting a single transaction, rather than viewing a collection of transactions. This limitation can raise compliance questions for financial auditors concerned about adherence to today's stricter regulations.

**Limited Software Integration Capabilities:** Smart companies are leveraging customer relationship management (CRM), salesforce automation (SFA), project management, and other powerful applications to automate and closely track their customer interactions. Rather than having to input or access important customer data into or from multiple business applications, these companies are seeking to tie together the applications to give their end-users and executives a 'holistic' view of their customer relationships. Intuit does not directly provide integration between QuickBooks and leading CRM, SFA and other key business applications from other vendors.

**On-Premise Orientation:** Many growing companies must give their workers remote access to their financial management systems. These companies may also want to share their financial management reports with their suppliers or other business partners. This means real-time input into their financial management system and access to centralized business data, in a controlled manner that complies with common business processes and practices.

QuickBooks Enterprise was designed to be deployed on-premise, and lacks built in remote access capabilities and key security features to protect sensitive financial data. Although a QuickBooks Online edition is available, it offers fewer features than QuickBooks Enterprise.

## Making the Choice Between SaaS vs. Premise-Based Solutions

Companies electing to replace QuickBooks have many options, but they primarily fall into two categories— selecting another on-premise software package or shifting to a on-demand, Software-as-a-Service (SaaS) alternative.

Premise-based solutions from vendors like Microsoft, Oracle and Sage require that customers purchase a perpetual license, as well as the hardware to support the software upfront. In addition to these significant capital investments, premise-based applications also place the burden of deploying and managing the software on the user, potentially increasing IT resource needs.

The new breed of SaaS offerings from companies like Intacct, permit users to pay-as-they-go and relieves them of the added hardware costs, as well as the deployment and management hassles. This allows users to focus on leveraging the software functionality rather than worrying about the application availability.

The SaaS model also makes it easier for growing companies to add more seat licenses as they need them rather than having to pay for them upfront whether they need them or not.

Unlike premise-based applications which might be hosted by a software vendor, today's SaaS solutions have been built to fully leverage the web and permit end-users to utilize the online applications anytime from anywhere.

Working online may raise security concerns for some companies, but the fact is that SaaS vendors, such as Intacct, are usually certified with higher level security procedures than most businesses. While many SMBs are challenged to keep pace with the escalating security threats facing their companies, it would require a significant investment and would not be feasible for most SMBs to achieve the same level of security for premise-based applications. SaaS vendors offer the same high-level security to all of their customers so they can be confident that their applications and data are secure. Premise-based application vendors are not required to take the same precautions.

While some premise-based application vendors now offer hosting options, these simply shift their applications offsite but don't deliver the added benefits of SaaS solutions. For instance, SaaS vendors are continuously updating their applications in a fashion which does not disrupt their customers' day-to-day operations the way periodic premise-based application upgrades historically have done

Some of the on-premise application vendors are promising to move to a SaaS platform but face significant challenges making this transition. Moving from an on-premise to an on-demand model requires that they re-architect their applications, restructure their licensing models and reorient their corporate cultures from being technology-centric to being services-oriented.

It is for these reasons that 'net-native' SaaS vendors, like Intacct, have a big lead in the market over the legacy premise-based application vendors.

## Intacct's On-Demand Financial Management Capabilities

A growing number of QuickBooks users are migrating to more powerful SaaS alternatives, such as Intacct's On-Demand Financial Application Suite. Intacct saw a fivefold increase in the number of businesses replacing QuickBooks during 2007 as compared to the same period in 2006. These companies were seeking financial systems which automate standard, yet increasingly more complicated accounting tasks such as multi-entity accounts payable, accounts receivable, cash management, expense management and order entry across multinational currencies.

Intacct Corporation was founded in 1999 to deliver on-demand financial management solutions to meet the needs of companies of all sizes, but particularly fast growing companies that are outgrowing QuickBooks. Today, the company's on-demand financial management platform is being used by thousands of companies and tens of thousands of subscribers.

***Intacct's Hosted, Subscription Service Model:*** Eliminates the upfront costs and ongoing support requirements of deploying and administering traditional on-premise applications. It also enables companies to add more users and business units as needed rather than paying extra for additional 'seats' upfront to respond to growing needs, as most on-premise applications require. This eliminates the risk of buying excess capacity which may not be fully utilized.

***Intacct's Integrated Suite of Financial Management Solutions:*** Intacct's On-Demand Financial Application Suite includes all of these essential financial management elements,

- General Ledger
- Accounts Payable
- Accounts Receivable
- Cash Management
- Expense Management
- Budgeting
- Revenue Recognition
- Supply Chain Management
- Order Management
- Inventory Control
- Purchasing
- Business Intelligence
- Executive Dashboards
- Financial Reporting
- Ad Hoc Reporting
- Multi-Entity Management
- Multi-Currency Consolidation
- Multi-Entity Consolidation
- Multi-Entity Management
- Professional Services Automation

Additionally, Intacct includes all of these advanced financial management system elements, in an integrated package.

- SOP 97-2 Compliant Revenue Recognition
  - Automates the revenue recognition process with templates that facilitate the proper handling of revenue recognition schedules by currency and business unit.
  - Facilitates a broad spectrum of revenue recognition models, from simple ship-and-invoice to complex services and subscription models.
  - Permits customized revenue recognition rules after a schedule is established.
  - Allows reverse amortization for credits and refunds

- Contract Management
  - Optimizes cashflow by automating billing cycles based on contract terms and allows billing schedules to be customized.
  - Enables the invoice process to be properly aligned with the revenue recognition process.
- Project Management
  - Controls client expenses, billable hours and project timelines.
  - Permits automated deferred revenue flow based on project status using varied models including milestones and percent completed.
- Maintenance Renewals
  - Automates the maintenance renewal process and permits software companies to customize service contracts by customer and product.
  - Enables software companies to identify up-sell opportunities and increase revenue/customer.

***Intacct's Flexible Software Configurations:*** Unlike QuickBooks' one-size-fits-all software package, Intacct's On-Demand Financial Application Suite allows companies to configure its applications to match their business processes.

***Intacct's Multi-Entity Data Entry:*** Allows companies to record, access and analyze all their business unit transactions in a single system. This eliminates duplicative, labor-intensive, and often error-prone, manual business processes that are necessary to support QuickBooks which do not provide a holistic, real-time view of a company.

***Intacct Multinational Currency Recognition:*** Permits companies operating in numerous countries, especially those leveraging online channels to market to easily track revenues and expenses in a consolidated system that can also adhere to country-specific tax and other regulatory requirements.

***Intacct's Real-Time and Consolidated Reporting:*** Unlike QuickBooks which requires many companies to export their financial data from multiple entities into a separate Excel spreadsheet, Intacct's On-Demand Financial Application Suite consolidates various reports automatically and produces online reports which can be viewed by multiple users simultaneously.

***Intacct's Secure Remote Access:*** Unlike QuickBooks Enterprise which was designed to operate on-premise, or QuickBooks Online which has fewer features than QuickBooks Enterprise and a limit of 20 simultaneous users, Intacct's On-Demand Financial Application Suite has been built to leverage the web to permit an unlimited number of authorized users to input and access data from anywhere, anytime.

***Intacct's Third-Party Software Integration:*** Intacct has been designed to integrate easily with Salesforce.com's CRM solutions, as well as payroll solutions from CompuPay and ADP, PSA from OpenAir, and many other online applications. Intacct's open integration capabilities allow custom integration with most on-premises business applications.

***Intacct's Certified Service Delivery Infrastructure:*** Intacct is the first on-demand financial management solution provider given SAS 70 Type II certification to ensure service reliability, data security and business continuity to help companies properly comply with Sarbanes-Oxley and other government and industry regulations.

It is for these reasons that a growing number of companies are adopting Intacct's On-Demand Financial Application Suite.

## Customer Success Stories

### Atomic Learning, Inc.

Atomic Learning, Inc. is a provider of web-based software training and curriculum resources for over 100 applications used by students and educators. The company uses a 'just-in-time' approach to answer common questions about popular software packages. Atomic Learning's customer base includes over 4,000 schools, colleges, and universities across the United States and in over 30 countries worldwide.

Atomic Learning was founded in 2000. It relied on Intuit's QuickBooks until it needed to adopt a new financial system which could address its escalating financial systems management needs.

Specifically, Atomic Learning needed to do more than make simple journal entries and wanted its remote workers to be able to access the centralized financial management system from anywhere at anytime without having to set elaborate virtual private networks (VPNs) or other access methods.

Atomic Learning decided to migrate from QuickBooks to Intacct's on-demand financial management system in 2006. The company selected Intacct over other on-demand solutions because of its deferred revenue and multinational currency recognition capabilities, as well as its ability to integrate with Salesforce.com's CRM and SFA solutions.

Although Intacct's financial management system offers plenty of 'out-of-the-box' capabilities, Atomic Learning still needed help migrating its data to Intacct's system and configuring some of Intacct's applications to meet its specific needs. Intacct assigned a dedicated engagement manager to fully understand Atomic Learning's business processes and assure the success of the migration.

Within months, Atomic Learning had left behind the limitations of its QuickBooks application to leverage Intacct's more robust set of web-based financial management systems. In addition, Intacct's online dashboard permits Atomic Learning's executives and end-users to obtain a quick status report of all of the company's key financial indicators.

"They've nailed the model," according to Ron Kresha, Atomic Learning's Chief Financial Officer. "I don't know why any financial manager wouldn't adopt this solution."

## **BH Capital Partners**

BH Capital Partners is a real estate investment company which has been the fastest growing company in Florida over the past five years, expanding rapidly both organically and by acquiring over forty companies during that period.

In order to accommodate this tremendous growth, BH Capital Partners needed a powerful financial management system that could go beyond the Enterprise version of QuickBooks.

A particular challenge for BH Capital Partners is tracking its assets, procurements and revenues across multiple, interdependent entities. This tracking process is essential to manage costs and properly recognize revenues.

As a result, Intacct's multi-entity, distributed management system was especially appealing to Abe Elias, BH Capital Partners' chief operating officer (COO). These features permit him, his senior management team and various managers and end-users to leverage a centralized repository and access real-time reports via an XML gateway and browser to better coordinate their efforts and make better business decisions.

In the past, BH Capital Partners' staff had to enter the same transaction data multiple times so it could be properly reported for each of the company's subsidiaries. Now, Intacct's financial systems allow users to submit the information only once and assign it to the appropriate entities. This saves significant staff time and reduces the risk of errors from unnecessary manual processes.

Elias reports that Intacct has also added a new price list control feature to its standard financial management system in response to a BH Capital Partners requirement. As the company expands its operations abroad, Elias expects BH Capital Partners to also take advantage of Intacct's multicurrency recognition capabilities.

"QuickBooks couldn't accommodate our escalating business requirements and forced us to unnecessarily repeat tedious yet important financial entries," stated Elias. "In only three weeks, we had a new holistic management solution in place which eliminates these manual processes and enables us to optimize the performance of our business operations."

## **Memjet**

Memjet Home and Office is an independent supplier of Memjet printing components, including printheads, driver chips, ink, software and reference designs. Memjet's new printing technology dramatically increases the speed of today's printers by delivering 60 ppm color performance at a fraction of the cost of existing high-speed color printers.

The company is based in Ireland, sources research and product development from Australia, has global manufacturing including China and Taiwan, and supports its customers from the U.S. The international complexion of the company posed immediate challenges from a financial management standpoint. It needed multicurrency recognition capabilities. It also needed a centralized

system which could be accessed and shared by end-users and managers worldwide who are often traveling.

Memjet relied on QuickBooks for less than a year before it found that its expense tracking capabilities were not sufficient to satisfy Memjet's broader financial management needs. The company considered SAP's Business One solution but selected Intacct's on-demand solution for a number of reasons according to Ben Olson, Memjet's vice president of finance.

First, Memjet needed the convenience and anytime/anywhere access capabilities of an online solution. Second, as a growing company that needed to make significant investments in new product development, manufacturing, sales, marketing and support, Memjet liked Intacct's pay-as-you-go subscription pricing model compared to the upfront perpetual license and additional application deployment costs of a legacy on-premise application. Third, Olson wanted a financial management system which integrated with Salesforce.com's CRM and SFA solutions, and permits end-to-end visibility regarding its customers, prospects, suppliers and partners.

According to Olson, Memjet selected Intacct because of its hosted services model; multi-entity and multicurrency features; and integration capabilities with Salesforce.com. Memjet was also impressed with the service availability, performance and security assurances which Intacct was able to provide in conjunction with its hosting partner, IBM.

Memjet established a three-phase implementation plan for its Intacct financial management system. The first phase, completed in March 2007, involved the migration of the company's existing QuickBooks records to the Intacct general ledger capability. The second phase will integrate Intacct with Salesforce.com's order entry and revenue recognition system. Memjet plans to complete the third and final phase of the Intacct rollout when it will deploy Intacct's inventory management, procurement and cost control capabilities.

"We have not only been pleased with the functional capabilities of Intacct's on-demand financial management system," reports Olson. "We have also been impressed with the commitment of the Intacct's staff to ensure our success with their solution."

## Summary and Conclusions

Globalization, mobility and other mega-trends are rapidly changing the competitive landscape and how businesses of all sizes must operate to succeed. Even relatively modestly sized companies are facing escalating challenges properly managing their business operations.

An increasing number of these companies are outgrowing Intuit's QuickBooks because it lacks the maturity and many of the essential financial management capabilities growing companies need to address their increasingly complex business requirements.

QuickBooks' limited functionality, cumbersome data entry and reporting capabilities, and lack of auditing capabilities are insufficient to meet the needs of

companies that must track revenues and manage costs across multiple geographies, or manage various product pricing schedules to serve differing target markets.

These shortcomings are driving a growing number of companies who have relied on QuickBooks in the past to move to Intacct's on-demand financial management system. As they outgrow QuickBooks' capabilities, these companies are recognizing the accelerated deployment, greater ease-of-use and added functionality of Intacct's on-demand financial management solutions.

These companies are migrating to Intacct because its on-demand financial management solutions provide:

- Accelerated deployment without the upfront software, implementation and capital costs of traditional mid-market financial management applications.
- A comprehensive solution that permits greater ease of use, higher productivity and better oversight across the business.
- Multi-entity and currency support plus SOP 97-2 revenue recognition.
- More flexible application configurations to meet specific business needs.
- Easy integration with leading on-demand applications, such as Salesforce.com's CRM, payroll solutions from ADP, Paychex and CompuPay, PSA from OpenAir, plus on-premises and custom applications.
- Greater real-time, yet secure Internet access for data entry and reporting anytime, from anywhere.
- Stronger safeguards against disasters, data corruption, viruses and other risks.
- Greater auditability, traceability and change management controls for compliance purposes.

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***This independent analysis was sponsored by Intacct Corporation.***

### **About Intacct**

Intacct is the market and technology leader in on-demand financial management and accounting applications. The company's award-winning suite of solutions is used by thousands of small and mid-sized businesses, from startups to public companies, to manage and share financial, supply-chain, and professional services information. Intacct automates key business processes from order entry through cash collection and procurement through vendor payment. The Intacct suite includes accounting, contract management, revenue recognition, inventory, purchasing, vendor management, project management, payroll and financial reporting applications, all delivered over the Web via Software as a Service. Intacct applications are designed to integrate with leading on-demand applications such as those from salesforce.com, ADP, OpenAir and many more as well as on-premises and custom applications. As a company grows, Intacct's deep and mature applications, SOP 97-2 support, SAS 70 Type II certification and documented processes support FASB, SEC and Sarbanes-Oxley compliance for public enterprises. Intacct is headquartered in San Jose, California, with operations in Bangalore, India. For more information, visit [www.intacct.com](http://www.intacct.com).

### **About THINKstrategies, Inc.**

*THINKstrategies is a strategic consulting services company formed specifically to address the unprecedented business challenges facing IT managers, solutions providers and investors today as the technology industry shifts toward a services orientation. The company's mission is to help our clients re-THINK their corporate strategies, and refocus their limited resources to achieve their business objectives. We help enterprise decision-makers with their sourcing strategies, IT solutions providers with their marketing strategies, and VCs with their investment strategies. THINKstrategies is also the founder of the Software-as-a-Service Showplace ([www.saas-showplace.com](http://www.saas-showplace.com)) a vendor-independent, online directory and information resource center of SaaS solutions. For more information regarding our unique services, visit [www.thinkstrategies.com](http://www.thinkstrategies.com), or contact us at [info@thinkstrategies.com](mailto:info@thinkstrategies.com).*