



**YOH**

SERVING CUSTOMERS BETTER, FASTER,  
AND MORE EFFECTIVELY

**QUICK FACTS**

**Industry**

Professional services

**Revenue**

US\$374 million

**Employees**

4,500

**Headquarters**

Philadelphia, Pennsylvania

**Web Sites**

www.yoh.com; www.yohexchange.com;  
www.dayzim.com

**SAP® Solutions and Services**

SAP® Customer Relationship Management application; SAP NetWeaver® technology platform, including SAP NetWeaver Business Intelligence and SAP NetWeaver Portal components; and Collaboration Folders application

Day & Zimmermann is a top global provider of managed services serving governments and commercial customers. Yoh, one of Day & Zimmermann's largest units, provides high-end technology and professional talent and outsourcing services for companies via a branch-office network, shared-services operations, and its online Yoh Exchange portal. To differentiate itself in the marketplace and provide more value-added services, Yoh rebuilt the Yoh Exchange using SAP® software. Since then, Yoh has tripled revenues associated with the Yoh Exchange.

**Key Challenges**

- Competitive pressure from many other on-line staffing solutions
- Commoditization of the staffing industry and a lack of differentiation
- Hosted staffing solution that impeded efforts to deliver value-added service
- Strategic objective to increase customer base through superior service

**Implementation Best Practices**

- Consistent focus on the needs of Yoh's customers to ensure satisfaction
- Smooth implementation based on clearly defined business objectives
- Seamless transition from hosted solution to in-house management for greater added value
- Flawless go-live supporting 2,300 users, scaling up to 20,000 unique users by 2007

**Financial and Strategic Benefits**

- Reduction of \$1.85 million in information-sharing costs
- 56% internal rate of return
- Generation of \$197 million in sales by the Yoh Exchange in 2006 – more than half of the revenue in the overall Yoh business unit

**Why SAP Was Selected**

- Best-in-class ability to support and integrate with Yoh's customers' processes
- Portal technology that enables enterprise-wide visibility of services and information
- Industry knowledge and expertise
- Strong working relationship based on previous experience as an SAP customer
- Strategic decision to leverage SAP® software throughout the business

**Low Total Cost of Ownership**

- Completion of development, testing, and integration in just 120 days
- Elimination of hosted solution costs, for annual savings of up to US\$1 million
- Use of Yoh's SAP infrastructure to integrate with its customers' enterprise resource planning applications

**Operational Benefits**

Key Performance Indicator	Impact
Online sales	+34% year over year growth
Incremental gross margin increase	+US\$3.19 million
IT cost reduction	-\$7.46 million
Cost per employee contractor onboarding	-16%
Cost to process a weekly payroll	-22%
Cost per time transaction (for example, time collection, payroll, and billing)	-30%

**Yoh**

Know greater talent.®

“With SAP software powering the Yoh Exchange, we’ve been able to boost customer satisfaction, save millions in IT costs, and grow online sales from \$0 in 2001 to US\$197 million in 2006.”

Bill Yoh, President and CEO, Yoh

[www.sap.com/contactsap](http://www.sap.com/contactsap)

## Yoh – It’s All About the Customer

In early 2000, the staffing industry started to go online. For Yoh – always striving to deliver a distinctive customer experience – this rush to the Web meant the commoditization of the staffing industry. The problem was that the online offerings of the day lacked a customer-centric approach. For a company of the Day & Zimmermann, something better was required.

In response, Yoh initiated yoh.company, an e-business strategy designed to integrate Yoh’s staffing services with its customers’ needs. The resulting solution – the Yoh Exchange – was powered initially by an application service provider (ASP). This arrangement limited the company’s ability to control resources, address problems, and improve performance. To keep costs down and meet customer needs, Yoh wanted a more complete portal offering – managed in-house – that could integrate with customer processes to provide added value.

## Bringing It In-House with SAP® Software

To meet these objectives, Yoh re-launched the Yoh Exchange to leverage SAP® software. Based on an earlier implementation of the SAP ERP application, Yoh had established a strong working relationship with SAP. It liked the ease with which SAP software could integrate with its customers’ processes – and the fact that it could be used to add value to the Yoh Exchange. For example, the Yoh

Exchange connects to the SAP Customer Relationship Management (SAP CRM) application to track customer requirements and monitor candidates. It leverages the SAP NetWeaver® Portal component to enable an enterprise-wide view into the services Yoh provides to its customers.

Design, development, and implementation phases of the project were driven by extensive communication with customers, which ensured that Yoh met all customer requirements. An internal team at Yoh completed the implementation of SAP CRM and SAP NetWeaver in just 120 days. Shortly thereafter, the Yoh Exchange went live with its largest customer – serving more than 2,300 users at first and then scaling to over 4,500. Today, the Yoh Exchange serves more than 20,000 unique users.

## Numbers That Speak for Themselves

The Yoh Exchange serves as a centralized community of interaction for all participants in the staffing relationship. Thousands of contractors and managers use the portal for weekly processing of payroll, invoicing, and cost reporting. This has helped Yoh to improve its staffing services and increase revenues. Online sales have increased by 34%, resulting in an incremental gross margin of US\$3.19 million through 2006.

But the numbers don’t stop there. To date, Yoh has realized a 56% internal rate of return on its SAP CRM investment, including hardware, license fees, mainte-

nance, consulting, and training services. Yoh has increased operational efficiency, reducing the cost of onboarding new contractors by 16% and the cost for processing weekly payroll by 22%. It has also achieved a 30% reduction in costs for time transactions.

When it comes to information-sharing costs, Yoh has saved \$1.85 million through 2006. By switching from an ASP model and eliminating high-maintenance legacy systems, the company saved an estimated \$7.46 million in IT costs through 2006.

Yoh’s customers save money as well. One power transmission firm was able to reduce its talent supply chain costs by \$500,000 and its time-to-fill rate by 20%. On average, Yoh estimates that it reduces customer supply chain costs by 15% based on customer volume and the time-to-fill rate by 15%–20%.

Today, Yoh is partnering with SAP in a joint go-to-market strategy for the Yoh Exchange – demonstrating a commitment from both companies to deliver added value to customers. This will help Yoh increase customer satisfaction over the long term. It will also ensure that Yoh continues to innovate according to the strategy that inspired the Yoh Exchange: marketplace differentiation based on a best-in-class talent driver and customer service.

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