RMI Connect
a part of **Belcan**

September 23 and 25, 2025

Advancing the Journey to Resource Management Excellence

Agenda

1   The Fine Line: Maintaining Optimal Tension

2   Maintaining Tension: The Math Around Capacity is Changing

3   The Race to AI-Native

4   The AI-Native Resource Manager

5   Q&A

The Fine Line: Maintaining Optimal Tension

Universal Truth

"My job is to maintain the tightest possible team to provide the best services to customers."

Grow PS in a financially responsible way

Can't just hire because everyone is fully utilized

Need to point to trends and pipeline

Universal Truth

Keeping the PS engine running smoothly depends on getting the tension just right.

- **If too loose:**
  - Idle resources between projects
  - Misaligned talent, under-leveraged skills
  - Revenue leakage and diminished margins
  - Slack feels safe—but quietly drains momentum

- **If too tight:**
  - Teams overextended, no prep or breathing room
  - Burnout → disengagement → attrition (best people leave first)
  - Declining customer experience and innovation
  - Risk of catastrophic breakdown—like a snapped belt at high speed

- **The Goal:**
  - Optimal tension = power without pain
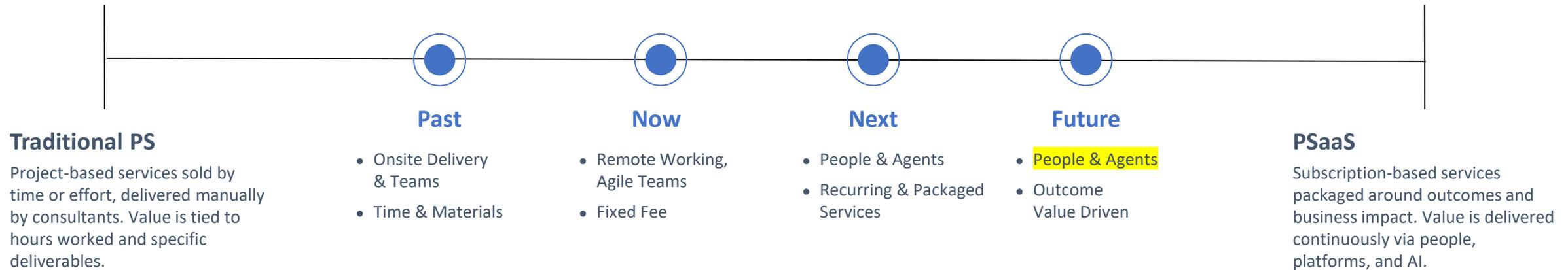 - Efficiency, responsiveness, and sustainability
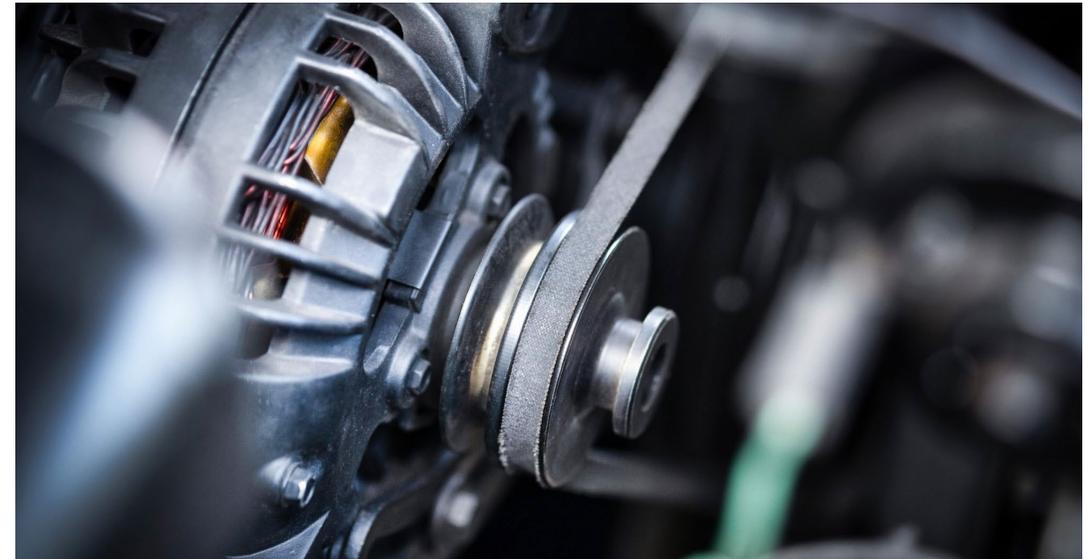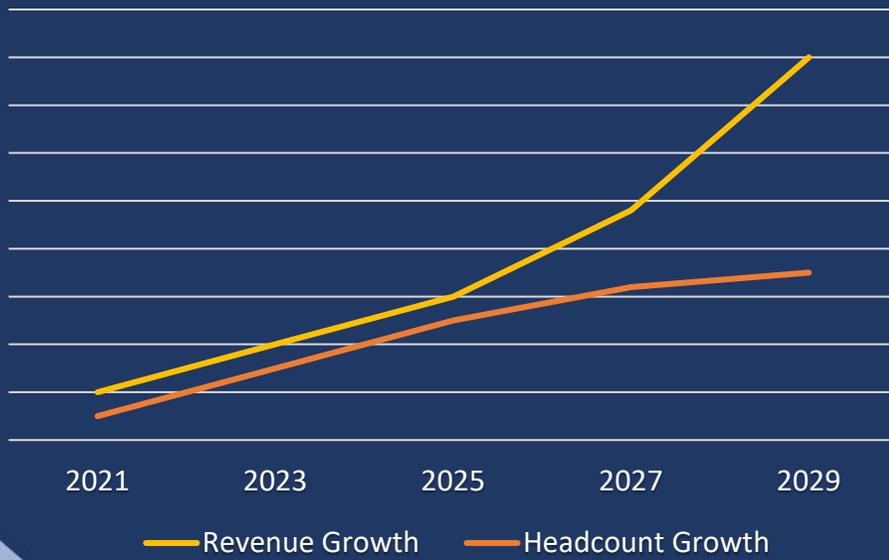
Maintaining Tension: The Math Around Capacity is Changing

From Selling Time to Scaling Impact

"Despite ongoing disruption, many PS organizations still look strikingly similar to five years ago.
That won't be true five years from now." *- TSIA*

	Past	Now	Next	Future	
Traditional PS	• Onsite Delivery & Teams	• Remote Working, Agile Teams	• People & Agents	• People & Agents	**PSaaS**
Project-based services sold by time or effort, delivered manually by consultants. Value is tied to hours worked and specific deliverables.	• Time & Materials	• Fixed Fee	• Recurring & Packaged Services	• Outcome Value Driven	Subscription-based services packaged around outcomes and business impact. Value is delivered continuously via people, platforms, and AI.

Visibility into Variables is Hard Enough in the Here and Now

▶ **63%**

of PS leaders aren't sure what skills they'll need to meet demand over the next 6 months

▶ **40%**

of PS leaders say their org can't accurately forecast resource needs beyond two months out

▶ **65%**

of PS orgs have had to turn down work in the last 12 months because they did not have adequate resources available

▶ **62%**

of PS leaders believe they're unable to confidently make resourcing decisions based on competencies and past outcomes

▶ **66%**

of PS leaders report difficulty forecasting what roles and skills will be needed on upcoming projects is having a high or critical impact

▶ **64%**

of PS leaders report lack of visibility and governance required to optimize capacity across workforce is having a high or critical impact

Source: State of the Professional Services Industry 2025, Kantata

The Cost of Reactive Resourcing

Do you know how much reactive resourcing is costing your business every month?

"

I don't trust the information I'm seeing across the pipeline and ongoing projects enough to make proactive staffing or hiring decisions..."

Optimal Performance

Opportunity Cost

Status Quo

Organizational Bottleneck
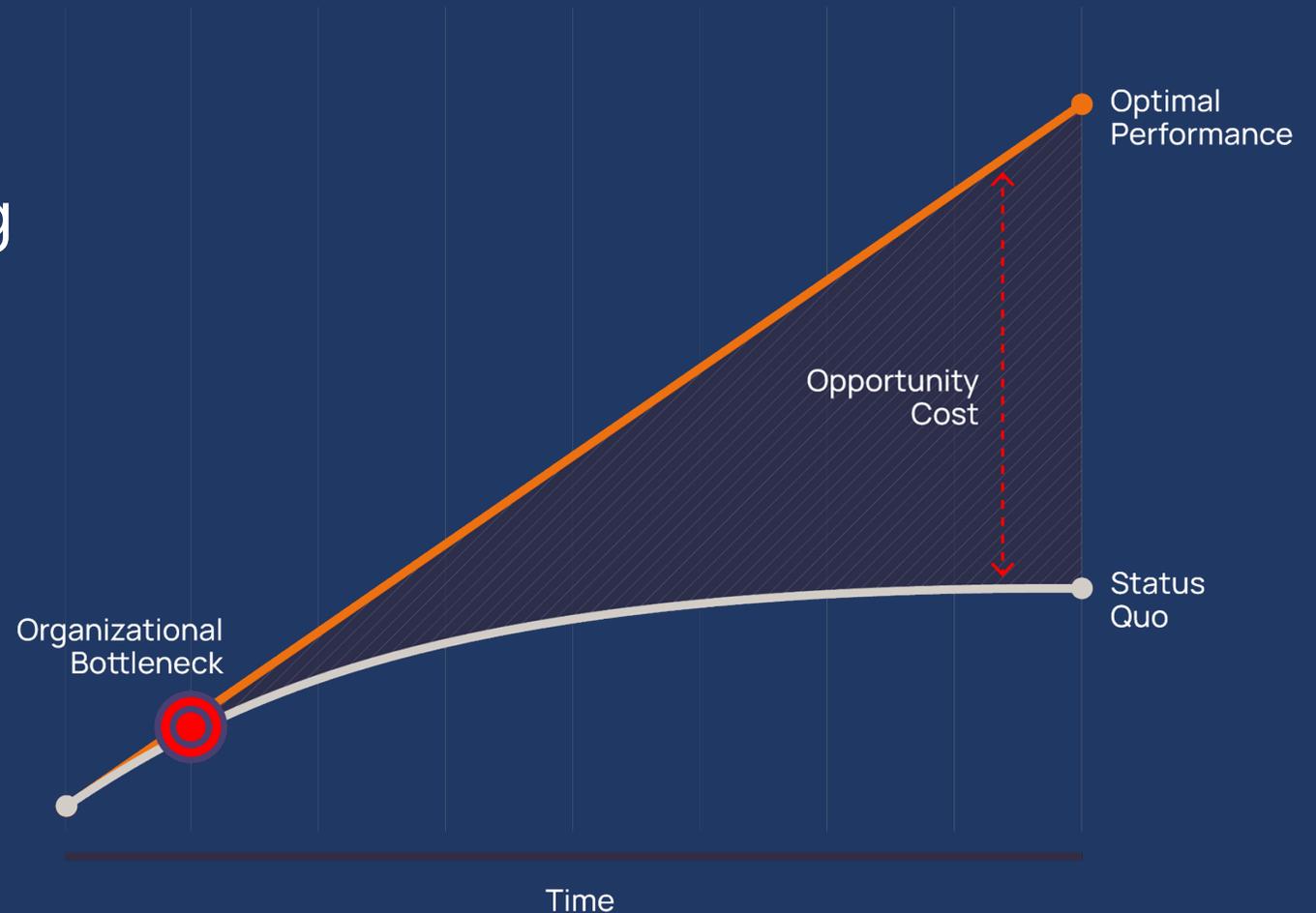
Time

It's Long Been Possible to Rewrite the Capacity Equation

Businesses adopting a PSA like Kantata for
the first time have experienced:

▶ **12%**
Shorter average project
length

▶ **33%**
More projects delivered
on time

▶ **60%**
Decrease in projects
receiving complaints or
being escalated

▶ **40%**
Improvement in resource
planning accuracy

▶ **32%**
Increase in employee
satisfaction

▶ **16.7%**
Average increase in
billable hours per
consultant

"One of the insights we got from Kantata
was that smaller teams could do more
projects. So we looked at the skill sets of
the people on the teams and we
optimized them by **restructuring around
smaller teams**.

We've also **reduced our average
implementation time by 16%.** We love
being able to tell customers we can get it
done in 60 days."

SUVODA

Source: The Business Value of Kantata, IDC, Sponsored by Kantata

The Race to AI Native

The New Hybrid Workforce is Here

▶ **#1**
resource/project management challenge faced in 2025 is **managing and integrating AI agents into delivery workflows**

▶ **87%**
of PS leaders say their org is preparing to manage AI agents (not just people) as part of their delivery workforce

▶ **90%**
of PS leaders say their systems will need to attribute work, costs and value to both humans and AI agents in the near future

▶ **92%**
of PS leaders say AI agents will play a measurable role in their service delivery within two years

▶ **89%**
of PS leaders agree that future revenue growth will depend more on how they scale AI than on how they scale headcount

Source: State of the Professional Services Industry 2025, Kantata

The Promised Land: AI-Native Transformation

Today   **Tomorrow**

Tribal knowledge ————————→ Institutional expertise

Projects ————————→ PSaaS

Heroics ————————→ Consistent execution

Automate status quo ————————→ Optimize for client value

30%- 40% margins ————————→ >60% margins

AI manages work ————————→ AI does work (AI & humans)

Pillars of AI-Centric Services

The path to transforming how you deliver, package, and win

	AI Assistant Everyday use across the business	AI Applications Specialized AI tools in core workflows	AI-Led Offerings Packaging, selling & delivering with AI at the core
Level 1 Awareness	No GPTs in use by staff	No AI-enabled workflows; insights siloed	Selling T&M or basic fixed-fee projects; no AI in commercial models
Level 2 Experimentation	A few teams test tools like ChatGPT or Microsoft Copilot, mostly for content or ideation tasks	A few applications offer light AI features (e.g., reporting, scheduling); usage is narrow and informal	Piloting fixed-fee or managed services; AI mentioned in pitch decks
Level 3 Operational	Teams regularly use AI for meeting notes, email drafts, and proposals; usage is gaining structure	A few applications offer light AI features (e.g., reporting, scheduling); usage is narrow and informal	Packaging repeatable offerings, light outcome pricing; some agent presence
Level 4 Transformational	Assistant use is standardized with prompt libraries / team playbooks	Cross-functional, AI-powered systems enable dynamic decision-making, scenario modeling, and predictive planning	Value-based pricing linked to outcomes; services augmented by AI agents
Level 5 AI-Native	AI agents and humans co-create deliverables; assistants are woven into daily, cross-functional flow	Continuously learning, adaptive AI systems shape day-to-day decisions guiding continuous optimization	Fully AI-led or AI-co-delivered offerings; PSaaS model dominant

The Race to AI-Native Advantage

Win faster, deliver smarter, and grow without adding headcount.

Journey 1: Narrow but Fast Start

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- **Fast but Fragmented Start**: General-purpose AI boosts individual productivity, but adoption is uneven across teams.

- **Disconnected Tools, Limited Impact**: Over Reliance on assistants without integrated applications creates silos and undercuts delivery transformation.

- **Stalled Progression**: Without a structured AI backbone, quick wins don't scale and AI-led offerings outpace delivery readiness.

Journey 2: Strategic & Transformational

	AI Assistant Everyday use across the business	AI Applications Specialized AI tools in core workflows	AI-Led Offerings Packaging, selling & delivering with AI at the core
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- **AI at the Core of the Offering**: Services are designed to deliver AI-driven value, not just use AI internally.

- **Structured Platforms as the Enabler**: Applications connect data, assistants, and workflows into a cohesive delivery engine.

- **End-to-End Transformation**: Success depends on aligning roles, go-to-market, and operations to scale AI impact across the business.

Where Are You Today? Where Do You Want to Be?

- **Which capabilities will AI replace—and which will you elevate?**
- How are you rethinking roles, skills, and team structure?

- **What will you own—and what will you outsource to platforms?**
- Where do you build, buy, or partner in your AI strategy?

- **What metrics define success in an AI-Native model?**
- Are you still measuring effort (People & Agents), or shifting to impact and outcomes?
- Are you tracking revenue per head as a signal of scalable, AI-augmented value creation?

- **Do you understand the end-to-end value chain?**
- How deeply are you solving for the customer of your customer?

- **How are you scaling value—vs adding headcount?**
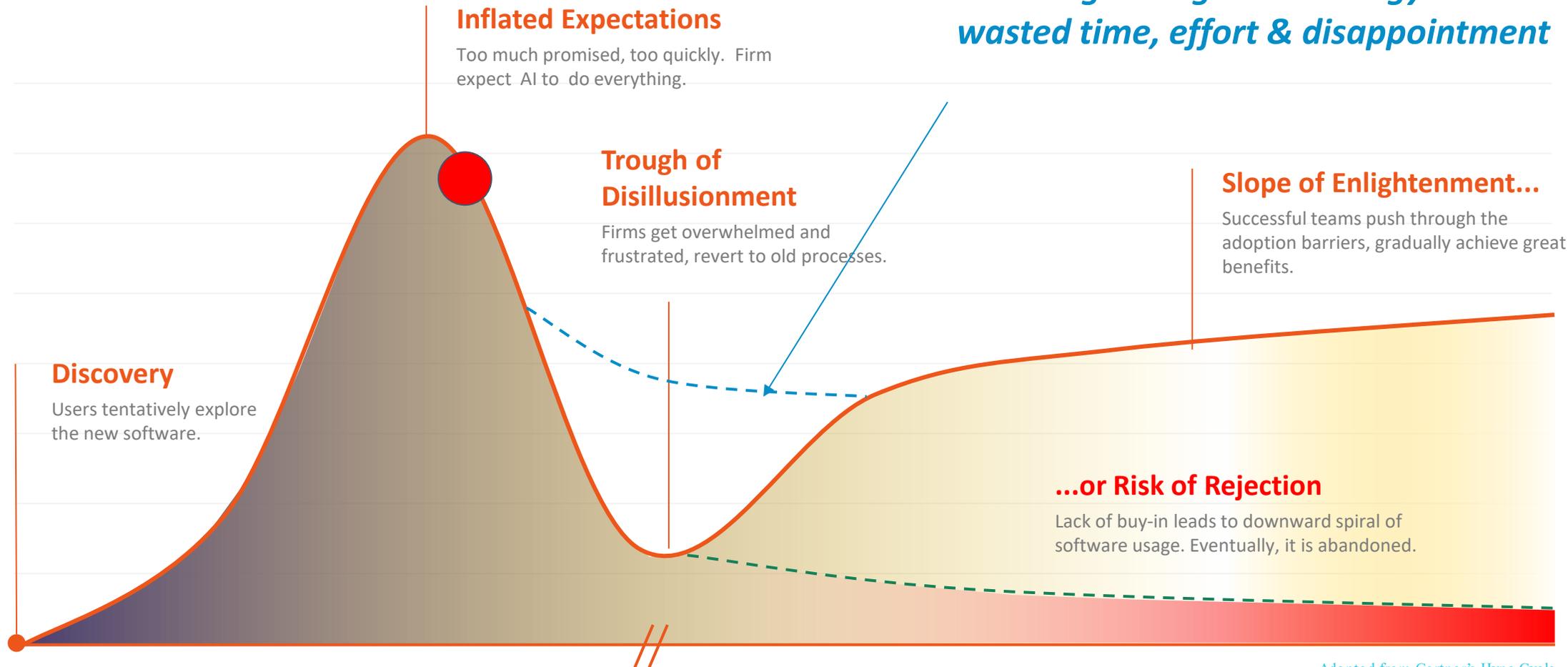- Where is AI helping you grow smarter, not just bigger**?**

It's no longer enough to "use AI". Table stakes is understanding *how* AI is being used and how it's impacting the business and its customers.

The highest performers will go beyond understanding how AI agents are impacting their business; they'll ensure they're applying AI agents that *understand their business*.

AI Agents are not Delivering (Yet) on Expectations

Inflated Expectations

Too much promised, too quickly. Firm expect AI to do everything.

Choosing the right AI strategy averts this wasted time, effort & disappointment

Trough of Disillusionment

Firms get overwhelmed and frustrated, revert to old processes.

Slope of Enlightenment...

Successful teams push through the adoption barriers, gradually achieve great benefits.

Discovery

Users tentatively explore the new software.

...or Risk of Rejection

Lack of buy-in leads to downward spiral of software usage. Eventually, it is abandoned.
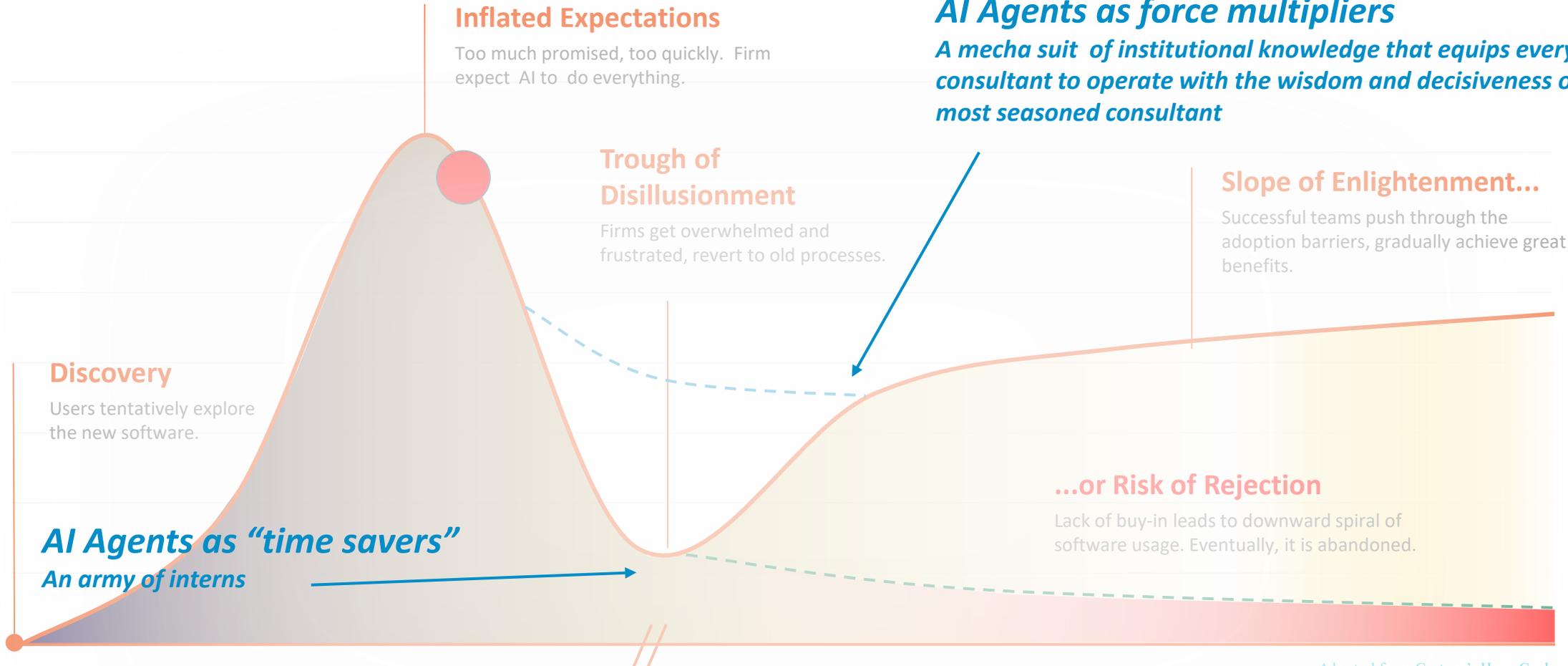
Adapted from Gartner's Hype Cycle model of technology maturity

The Key to Unlocking the Value of AI Agents

Inflated Expectations

Too much promised, too quickly. Firm expect AI to do everything.

AI Agents as force multipliers

A mecha suit of institutional knowledge that equips every consultant to operate with the wisdom and decisiveness of your most seasoned consultant

Trough of Disillusionment

Firms get overwhelmed and frustrated, revert to old processes.

Slope of Enlightenment...

Successful teams push through the adoption barriers, gradually achieve great benefits.

Discovery

Users tentatively explore the new software.

AI Agents as "time savers"

An army of interns

...or Risk of Rejection

Lack of buy-in leads to downward spiral of software usage. Eventually, it is abandoned.

Adapted from Gartner's Hype Cycle model of technology maturity

Discussion: The AI-Native Resource Manager

Thank You!

Questions?