



Power UP

Trends in Digital Transformation for Resource Management

June 14, 2023

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KANTATA™

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Trends in Digital Transformation for Resource Management

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Trends in Digital Transformation for Resource Management

Wade Little



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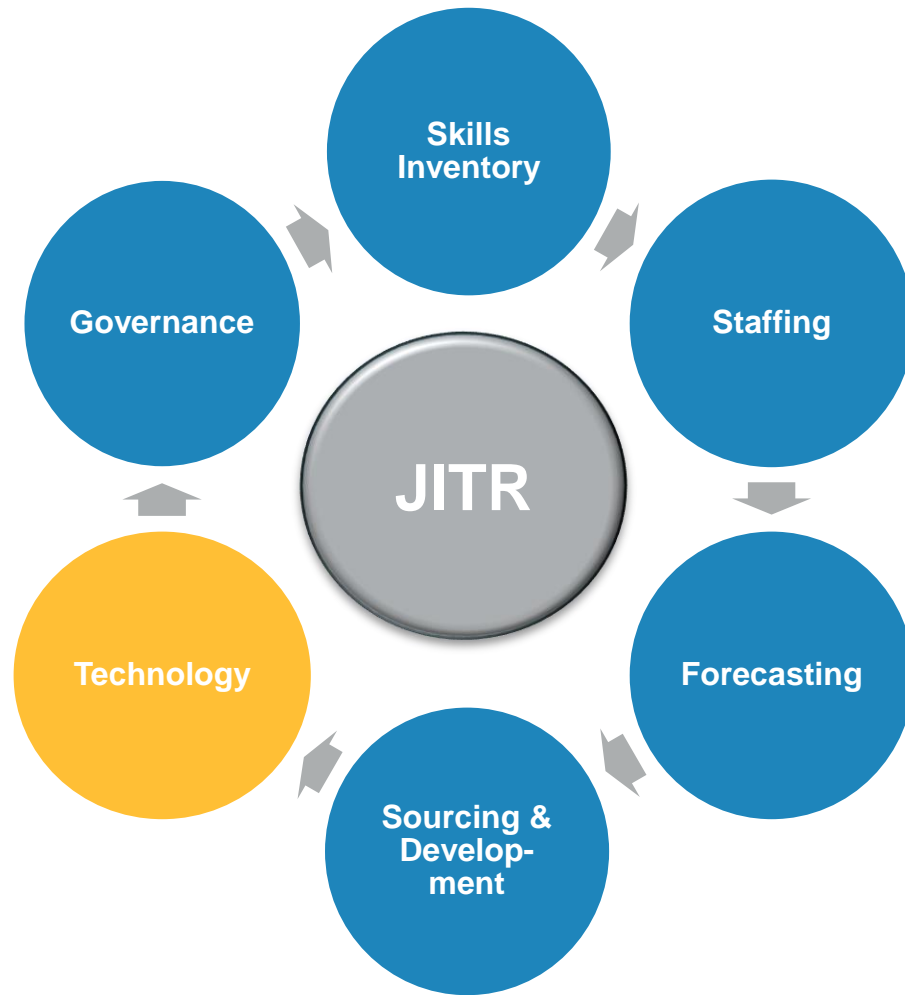
RTM Consulting, Inc.



University of Virginia

(23) Wade Little | LinkedIn

Just-in-Time Resourcing® (JITR)



Resource Management Technology Trends:

- Resource Recommendations
- Employee Engagement
- Skills Automation
- Integration with recruiting and/or gig marketplaces
- AI and ML

What We Hear Most About RM Technology

I have no idea what projects are coming up and what the resource needs are

The projects keep changing;
all the data is wrong

We don't know about or staff projects until we have a signed SOW

I spend so much time chasing timesheets

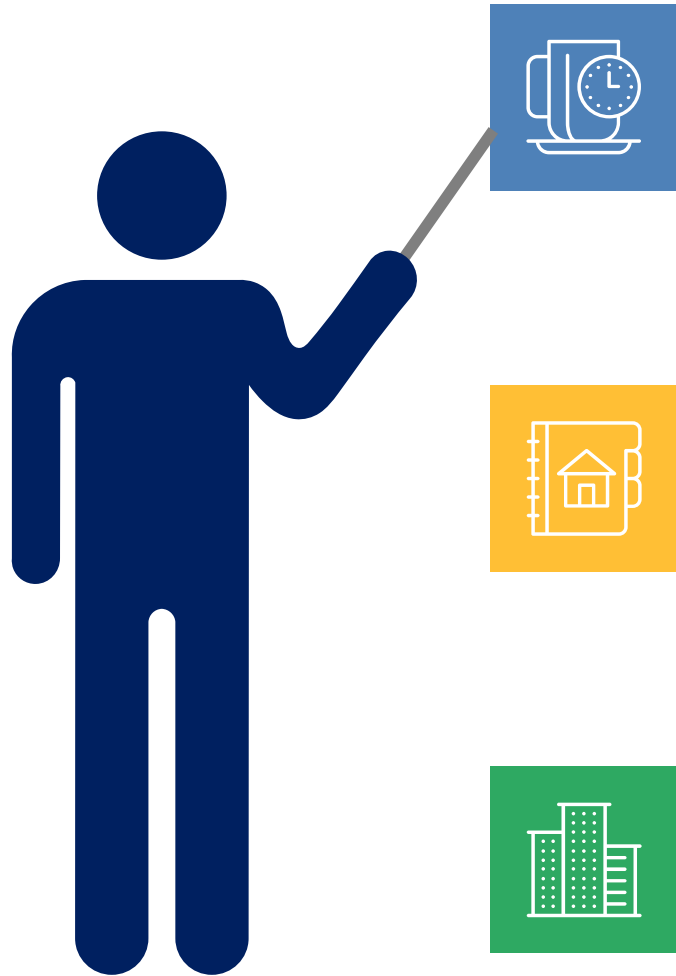
I have no idea how much time is left on my assignment

The PM just changed the plan and extended my resource by 2 months; now I have a conflict

It's a fixed fee project, why do I need to enter time

Timesheet approvals are so hard

Common Challenges



Forecasting Demand

Lack of visibility into what is coming down the road. This creates an inability to effectively capacity plan and causes delays in staffing

Backlog Management

Existing projects not being maintained and kept up to date with the latest changes. This leads to inaccurate resource allocations and forecasts

Time Entry Compliance

Time entry is either not done or not done timely or accurately. Without accurate time data, I cannot have a true picture of utilization and project metrics like project margin.

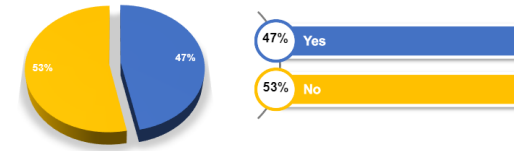
Forecasting Demand

Q5: Do you consider your current forecasting capabilities: (pick the choice that most accurately describes your situation) – PS/CS, MA, AATA, LF



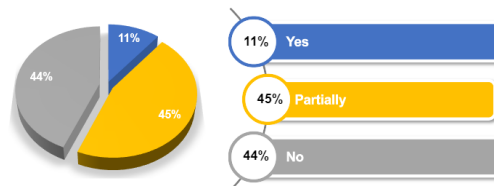
As expected, very few feel their organization excels at forecasting. The respondent population is fairly evenly divided between those who feel their organization's capabilities are adequate, and those who find their organization's capabilities insufficient. Both show that opportunities for improvement exist.

Q4: Does your organization currently have a formalized and documented process for forecasting resource needs? – PS/CS, MA, AATA, LF



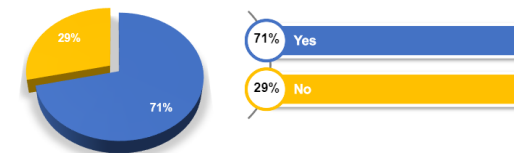
Although organizations believe forecasting is important only 47% have a formalized and documented process. The inability for organizations to accurately forecast is a significant inhibitor to effective RM/WFM, therefore a formalized process is essential.

Q11: Does your resource management automation tool integrate with the various sources of input needed for forecasting e.g., sales projections, business project projections, etc.? – PS/CS, MA, AATA, LF



The survey highlights one reason organizations might be hanging on to spreadsheets is because they feel that their automation tool doesn't fully integrate with the various sources of input needed for forecasting. This represents an opportunity for RM/WFM automation tool providers to improve forecasting and demand planning capabilities.

Q10: Does your organization use spreadsheets to help with forecasting? – PS/CS, MA, AATA, LF



Nearly three-fourths (71%) of respondents are still using spreadsheets to support their forecasting needs.

The RMI has found that the right combination of process and technology (PSA/PPM) can minimize or eliminate the need for supporting spreadsheets representing an opportunity for digital transformation in RM/WFM.

Capabilities That Support Forecasting Demand

The key with forecasting is to create/model your project earlier in the sales process

- CPQ Automation or integration
- SFDC Integration
- Proposal modeling
- Project Templates

Backlog Management



- Confusion about who's updating the schedules
- Poor communication among consultant, PM and RM
- Peanut-butter schedules

Capabilities That Support Backlog Management

- Schedule contouring
- Resource change workflow and approvals
- Assignment effort remaining visibility for consultants
- In-tool Collaboration

Time Tracking

Why Do We Need to Track Time?

Time-based data serves as the cornerstone of the measurement and monitoring framework in a PS organization. It provides the ability to measure productivity and serves as a key input into operational and strategic decision making. And....it's oftentimes the basis for invoicing and revenue accounting.

What does Time Tracking Entail?

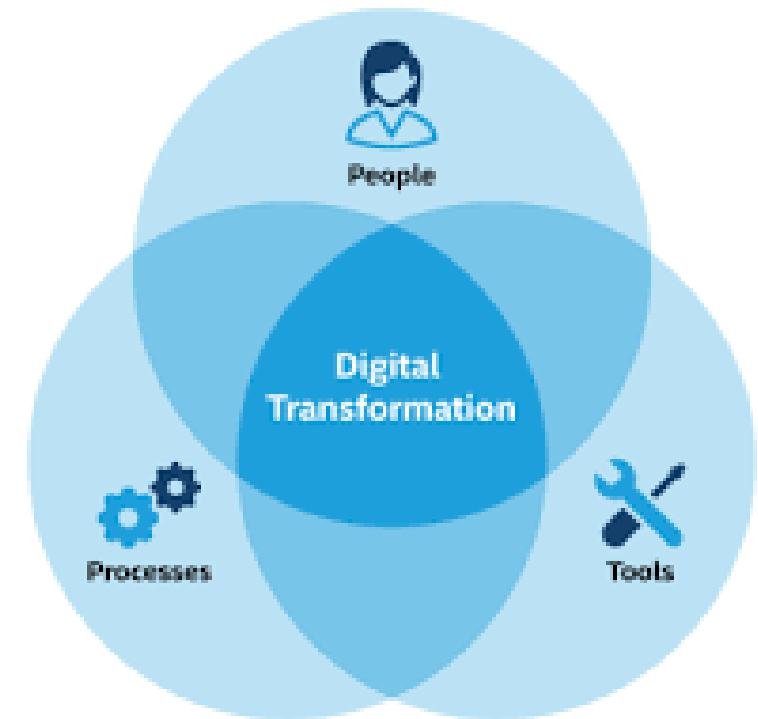
- Creating a culture of time entry
- Defining time entry process and policies to govern time entry practices
- Defining level of detail for measurement and analysis
- Entering time into a time tracking tool (ideally, PSA or PPM) and submitting on a regular basis
- Establishing fundamental reports to measure utilization and project burn (budget vs actuals)

Capabilities That Support Time Tracking

- Pre-filled timesheets
- “Easy button” for repetitive entry
- Mobile time and expense entry
- Timesheet notifications
- Time approval pre-validation
- Time approval dashboard
- Compliance reporting

It Takes 3

- Digital Transformation is the use of technology to enable better business outcomes
- Simply automating a manual process is not enough
- You need solid process and the right organizational structure for automation to be effective



“When digital transformation is done right, it’s like a caterpillar turning into a butterfly, but when done wrong, all you have is a really fast caterpillar.”

George Westerman | Principal Research Scientist with the MIT Sloan Initiative on the Digital Economy



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Q&A

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