



Power UP

In the Cloud: Implications for Resource Management

September 20, 2016



RMI is dedicated to the advancement of resource and workforce management thought leadership, best practices and standards, globally recognized credentials that certify resource and workforce management expertise, and tools and resources necessary for effective and efficient management of human capital intensive businesses.

The RMI will provide the RM community a vehicle to advance the discipline of RM, and further the interests of the people who make up the RM community and the companies they work for.

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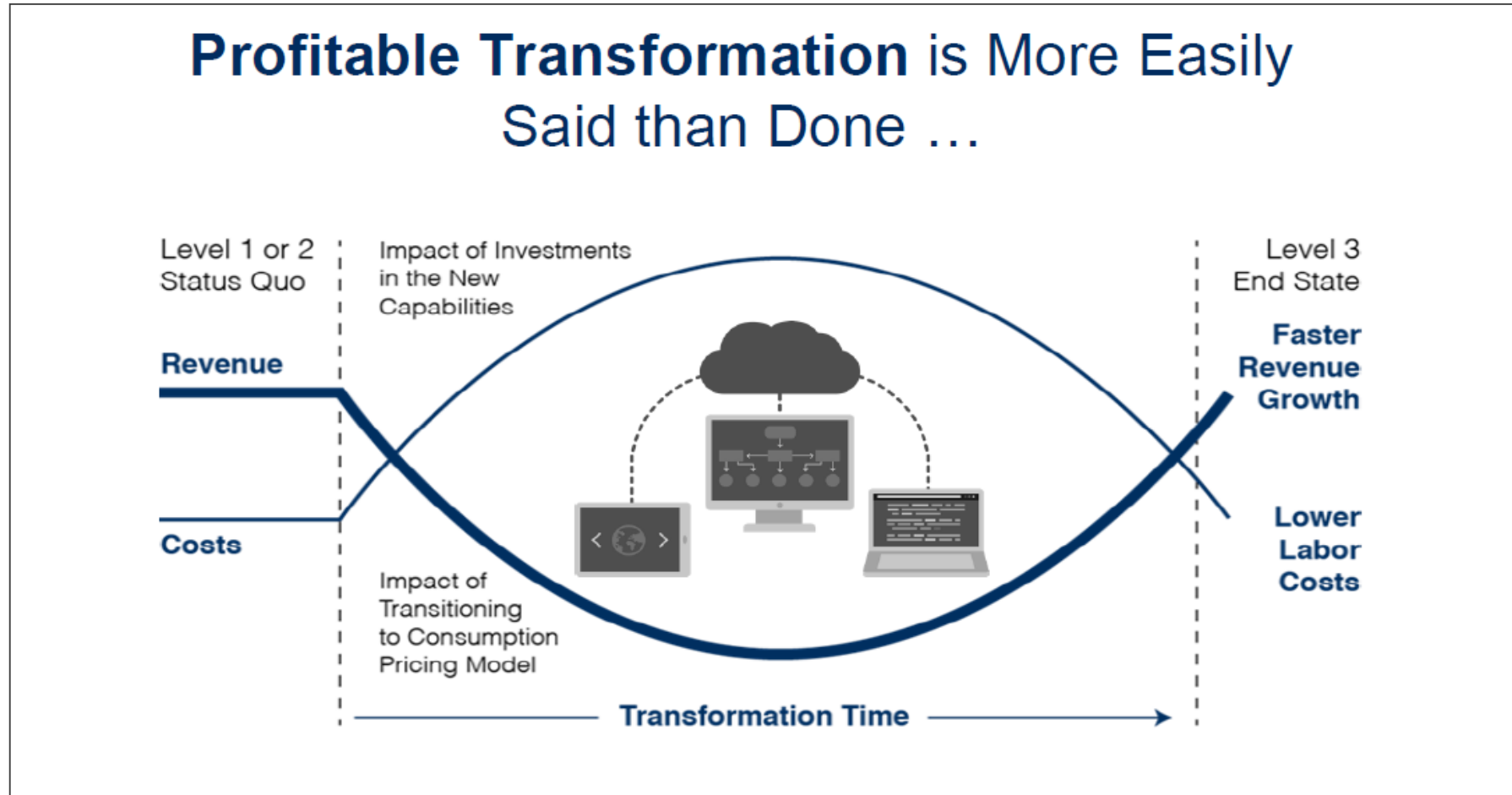
Certification Classes



RMI offers in person and online certification classes each quarter in 2016. Exams are administered at the conclusion of the certification program.

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The Business Model is changing



Source: TSIA, "The State of Professional Services: Major Trends for 2016"

Changing the way PS delivers

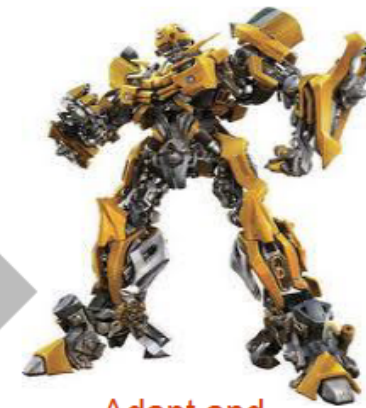
Emerging Dual Mission of PS ...



Defend and
Protect

Improving and optimizing your core business is probably
REALLY important for MOST of you ...

BUT ... there are significant pressures and opportunities to grow
PS revenues by playing a bigger role in customer adoption and
outcomes.



Adapt and
Transform

What are the PS trends?

Trend Up

- % Non Billable Proj Util
- Avg Deal Size
- % Subscription Revenue
- PS Revenue Growth Y-Y
- % Implementation Rev
- % COE Delivery
- PS % of SERVICES Rev
- Voluntary Attrition
- Share of SaaS
- Share of Prod Engine

Trend Down

- % Billable Utilization
- Deal Attach Rate
- % Delivery by Partner
- Avg PS Revenue
- % Budget for Dem Gen
- % Local/Onsite Delivery
- % Rev from Standard IP
- PS Net OI
- Share of Svcs Engine

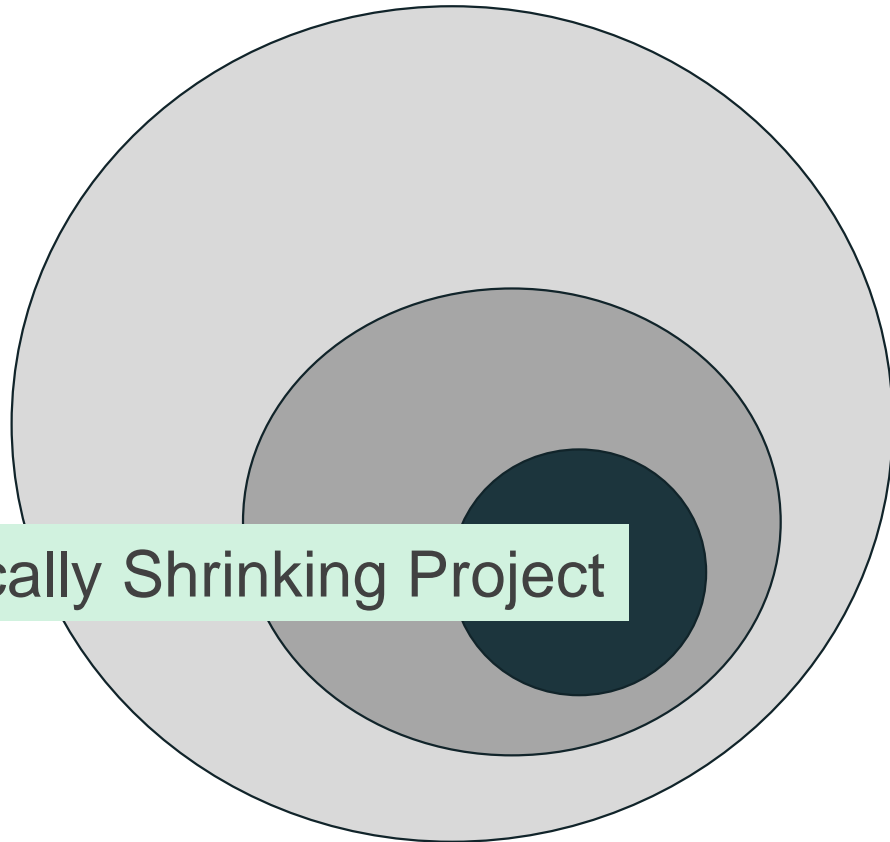
No Trend

- Avg Project Margin
- PS % of TOTAL Revenue
- Subk Margin %
- Revenue per PS Employ
- Revenue per Consultant
- Realized hourly rate \$\$

Source: TSIA, "The State of Professional Services: Major Trends for 2016"

So what is the impact?

Project Characteristics are Changing



- Getting smaller
- Getting flatter (not necessarily shorter)
- More template based, less reliance on cowboys and heroes
- More multi-phase vs. big bang, with future phase uncertainty
- More post-implementation work that is harder to plan for
- Poor or inadequate project staffing plans

How does this affect RM?

- Smaller assignments = MORE CHURN
- More part-time roles
- Maintaining continuity of resources across multiple phases of an engagement
- How many ways can you slice a resource?
 - Spreading resources too thin to be effective



What can RM do about it?



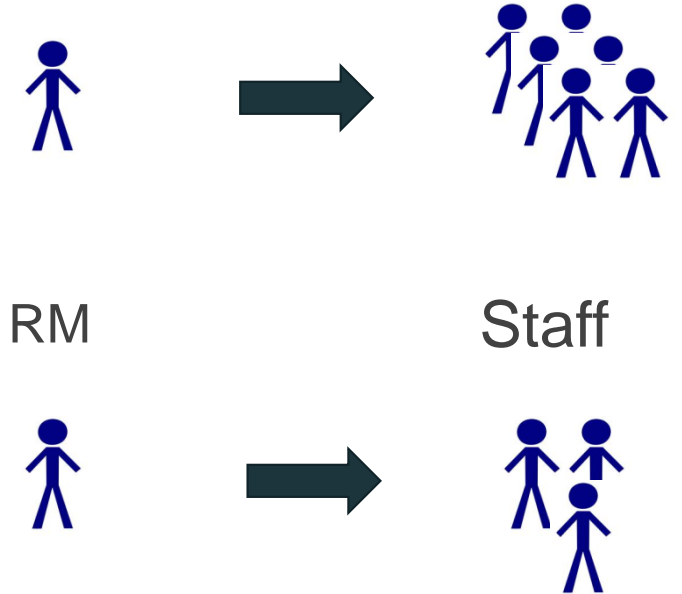
Part-time allocations

- How much can a resource be sliced?
- Does it vary by role?
- PM is most common, but what about Architects and Implementation Consultants
- Drive the thinking on resource allocations by role



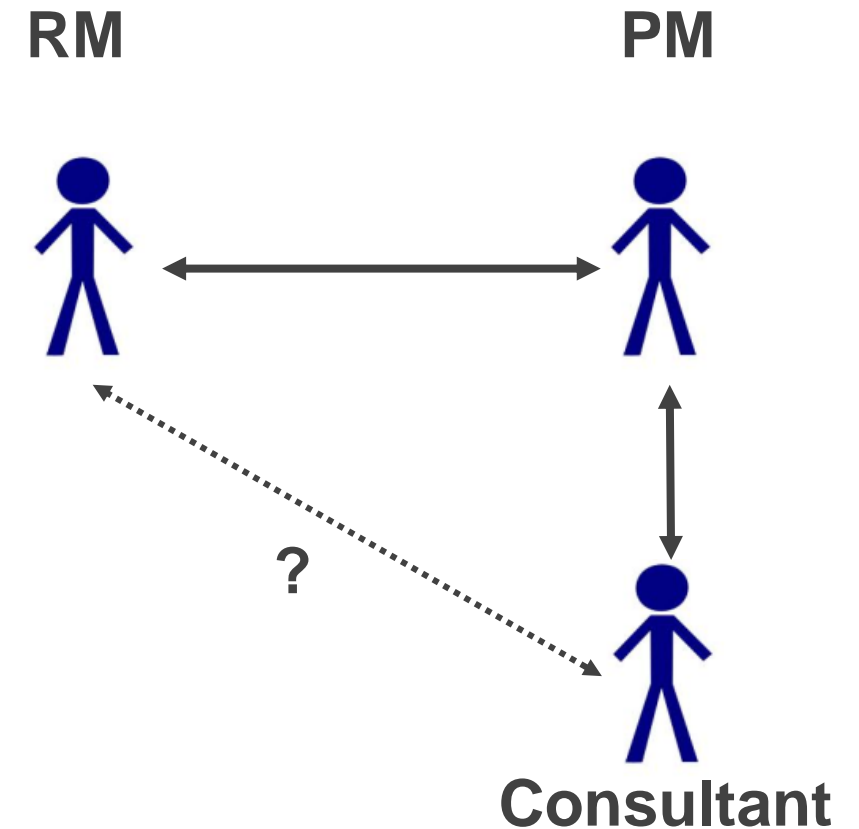
Manage higher churn

- Higher Churn = Lower RM to Staff ratio
- Higher touch needed to manage more white space
- More costly model to support.
 - Either take the hit on cost of sub-optimal utilization & additional RMs, or modify the delivery model



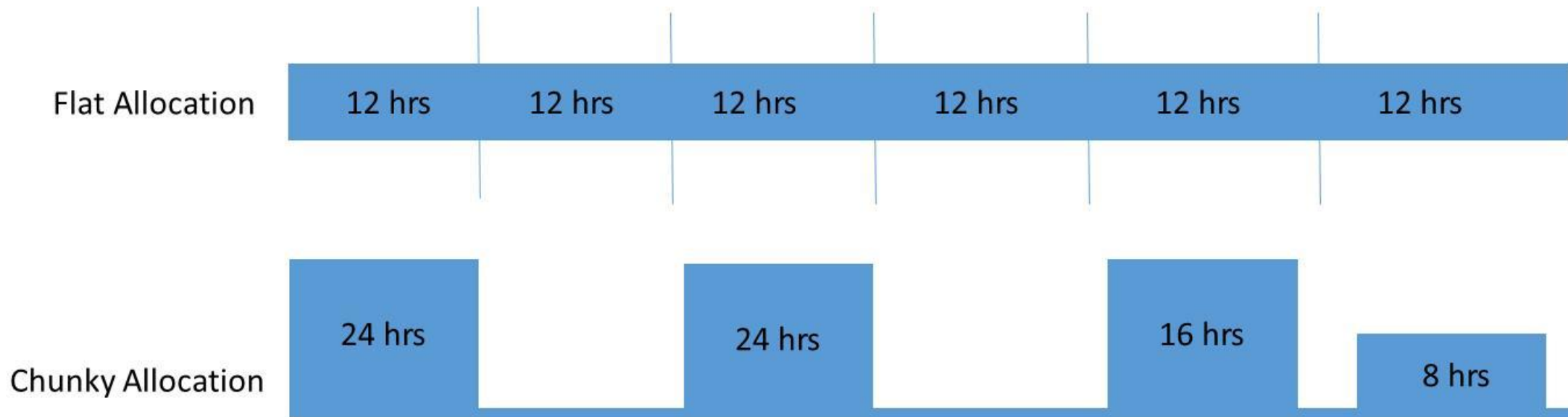
More staff autonomy

- Perhaps it is not always the PM determining the resource schedule
- Can or should the resource be more active in setting his/her schedule and communicating this with the RM?
- Let the Consultant help to fill in the white space



Allocating the implementation work

- Revisit how resources are allocated: ‘peanut butter spreading’ vs. contouring
- Example below: a 72 hour project over 6 weeks
- Key chunks can be Kick-off, Conference Room Pilot, UAT.
- What is the right allocation for your projects?



Other ideas?



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