



# Resource Management Survey Series:

## *Inhibitors to Effective Resource Management*

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# Agenda

1

Survey Questions and Breakout of the Respondents

2

All Respondents Data

3

Professional and Consulting Services (PS/CS) Responses

4

Enterprise/IT Responses

1

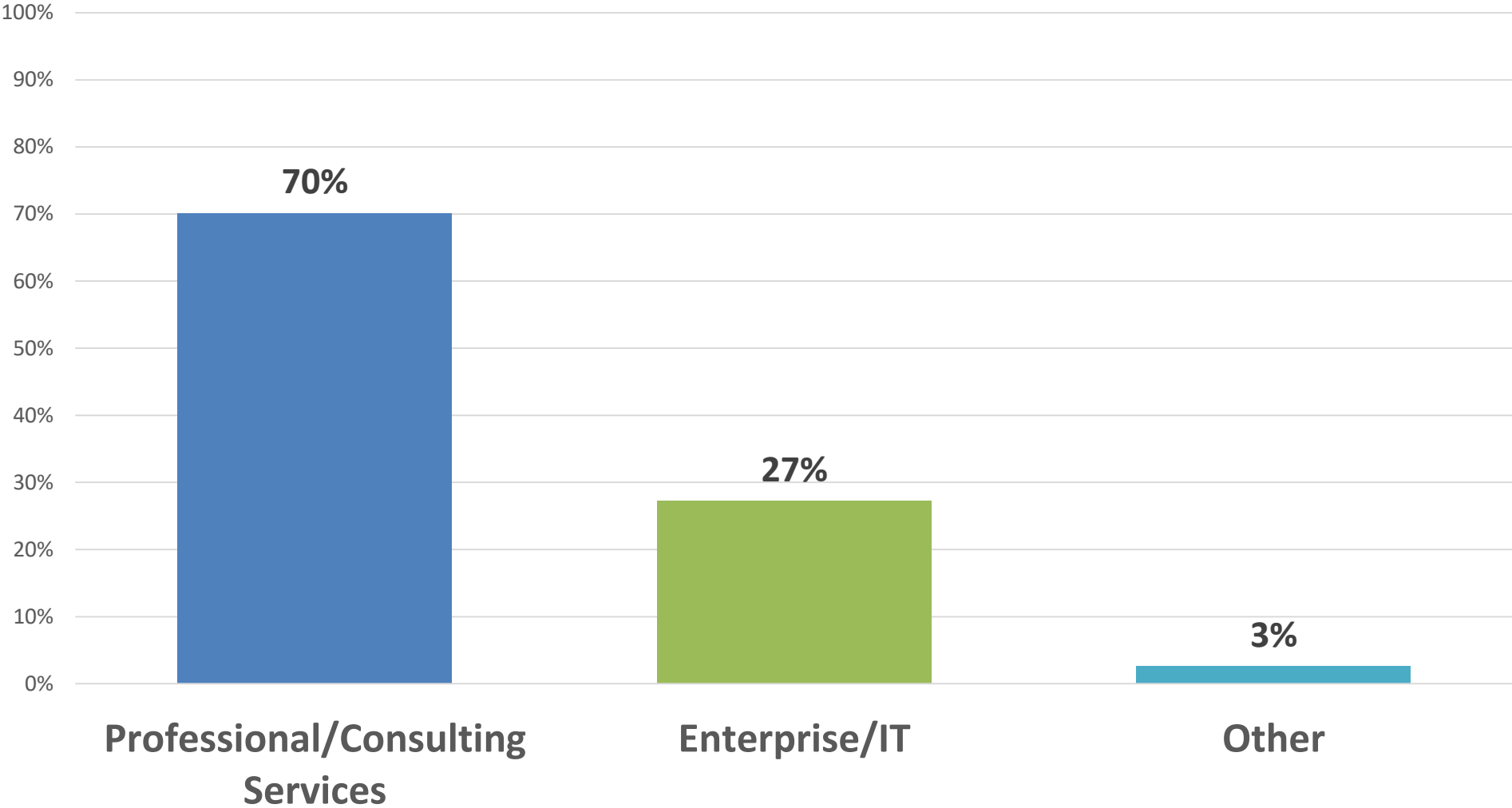
# Survey Questions and Breakout of Respondents

# Survey Questions

➤ Eight questions were asked:

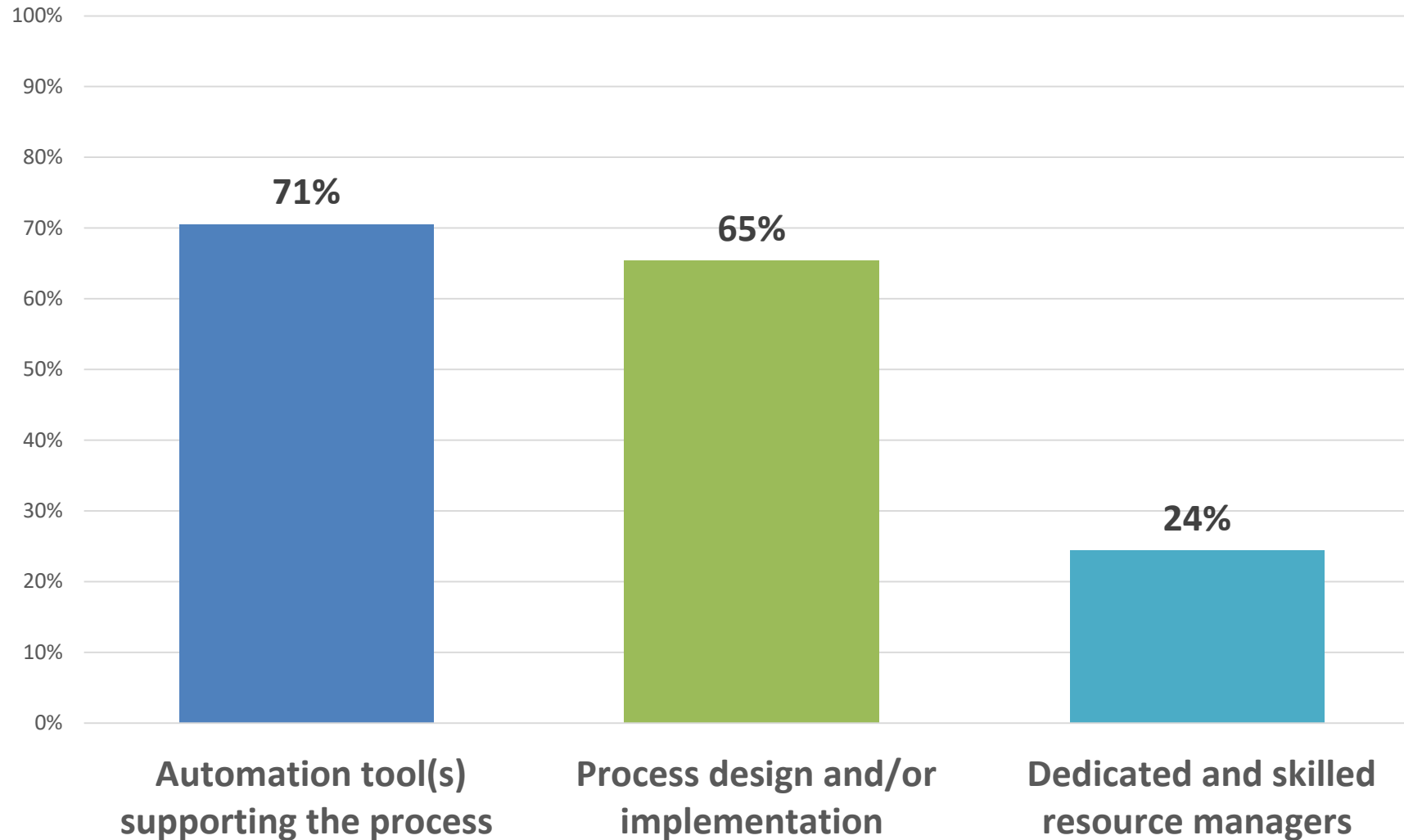
- 1. What type of organization do you represent?** *a) Professional and Consulting Services b) Enterprise/IT c) Field or Support services d) other*
- 2. The largest inhibitors we have to effective resource management are due to (check all that apply):** *a) Dedicated and skilled resource managers b) Process design and/or implementation c) Automation tool(s) supporting the process*
- 3. Regarding process support for resource management as an inhibitor, our current RM process:** *a) is not properly designed b) is not effectively implemented c) was not supported with good process training d) is not effective due to some other reason or a combination of factors e) RM Processes are not an inhibitor for us*
- 4. For future process improvements we need/plan to develop better processes for (check all that apply):** *a) managing our skills inventory b) forecasting and capacity planning c) project staffing d) skills development and sourcing e) governance of our RM processes f) other*
- 5. Regarding automation tool(s) support, our current tool(s) for RM support are:** *a) effective and require no changes b) somewhat effective but could be improved c) a known area for improvement d) we are planning to replace one or more of our automation tools supporting RM*
- 6. Current inhibitors in our automation support for RM include (check all that apply):** *a) lacks features we need b) not configured properly to support our RM process c) lacks integration with our other CRM or other business planning system(s) for forecasting d) lacks sufficient dashboard capabilities and/or reporting e) lacks data analytics f) we have no issues with our current automation support for RM*
- 7. Regarding future automation tool support for RM, we need/plan to address these current automation deficiencies (check all that apply):** *a) skills inventory/database capabilities b) forecasting and capacity planning d) project staffing e) skills development planning f) reporting, dashboards and data analytics g) other*
- 8. If you listed data analytics as an inhibitor in Q7, what data analytics capabilities would you want (check all that apply):** *a) better data integration with our front-end and back-end systems with relevant RM data b) ability to quickly generate 'what if' scenarios c) other – please list*

# Q1 - Type of Organization: (All Respondents)



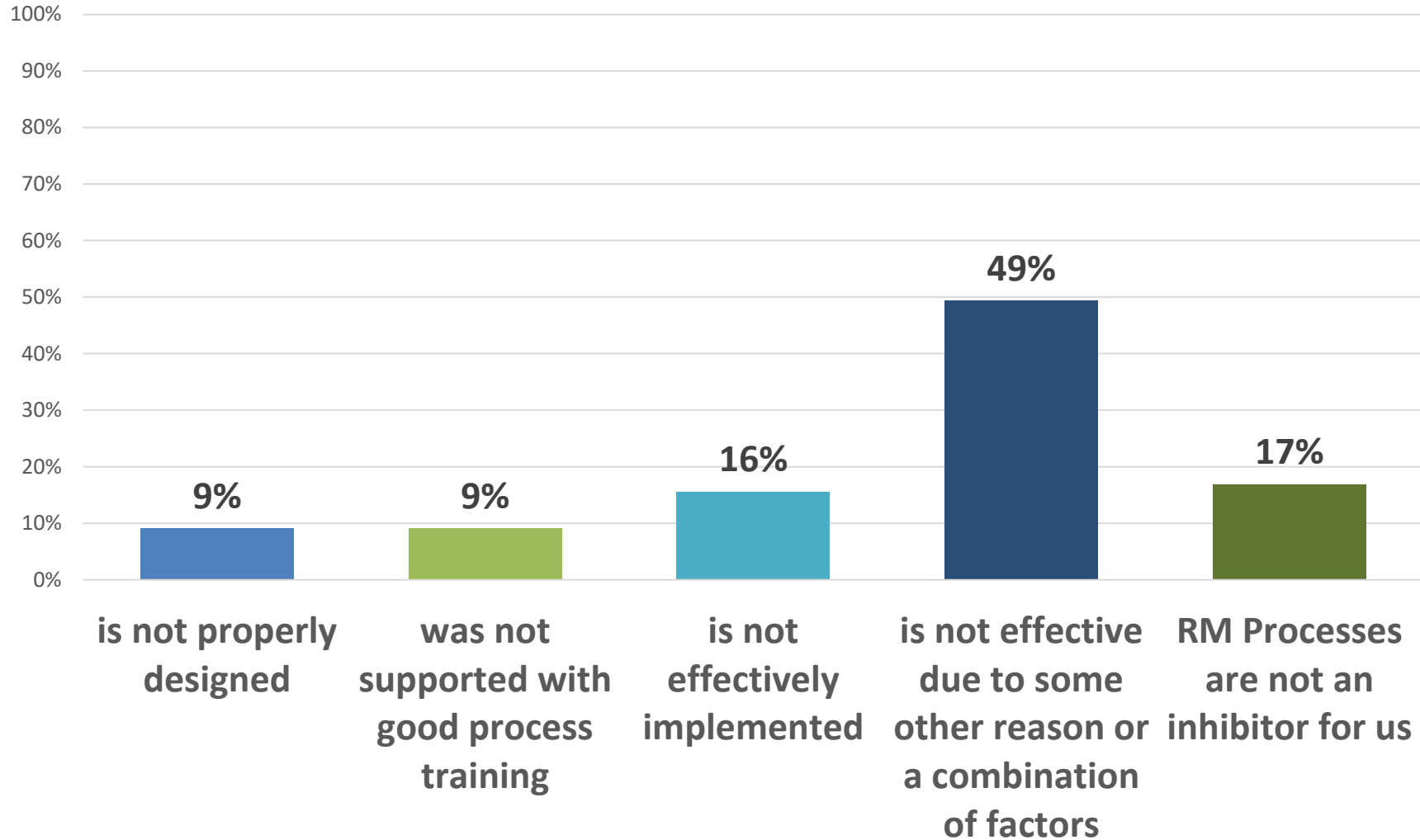
# 2 All Respondents

# Q2 - The Largest Inhibitors: (All Respondents)



Two thirds or more of respondents reported that both automation tools and processes were inhibiting RM performance. Nearly one quarter of respondents have trouble with finding/keeping skilled resource managers.

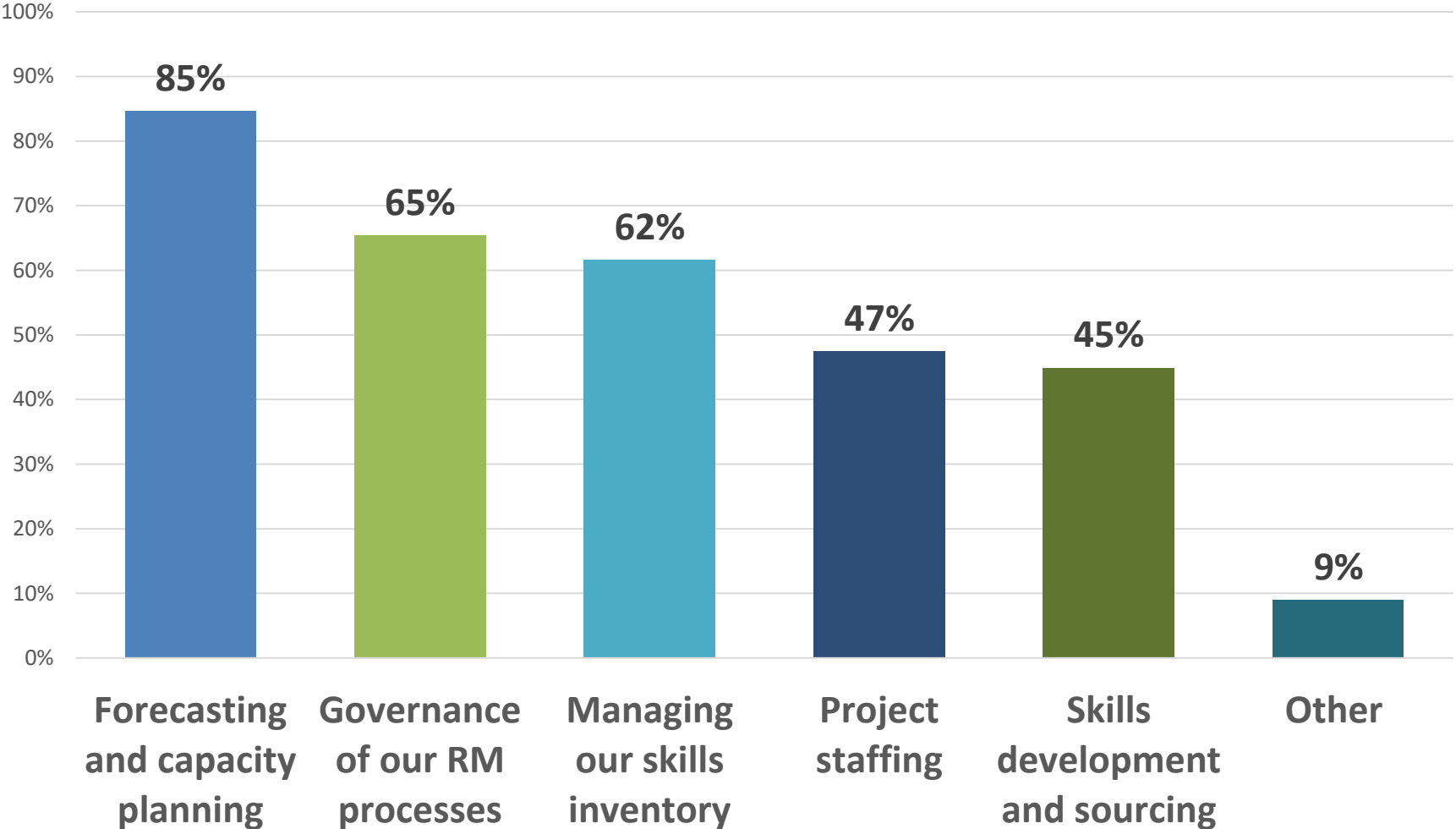
# Q3 - Our Current RM Process: (All Respondents)



83% of respondents have one issue or more with their RM process inhibiting RM performance. Building a specific and robust RM process to support effective RM is essential. Q4 highlights many of the areas of process shortfalls being addressed by the respondents.

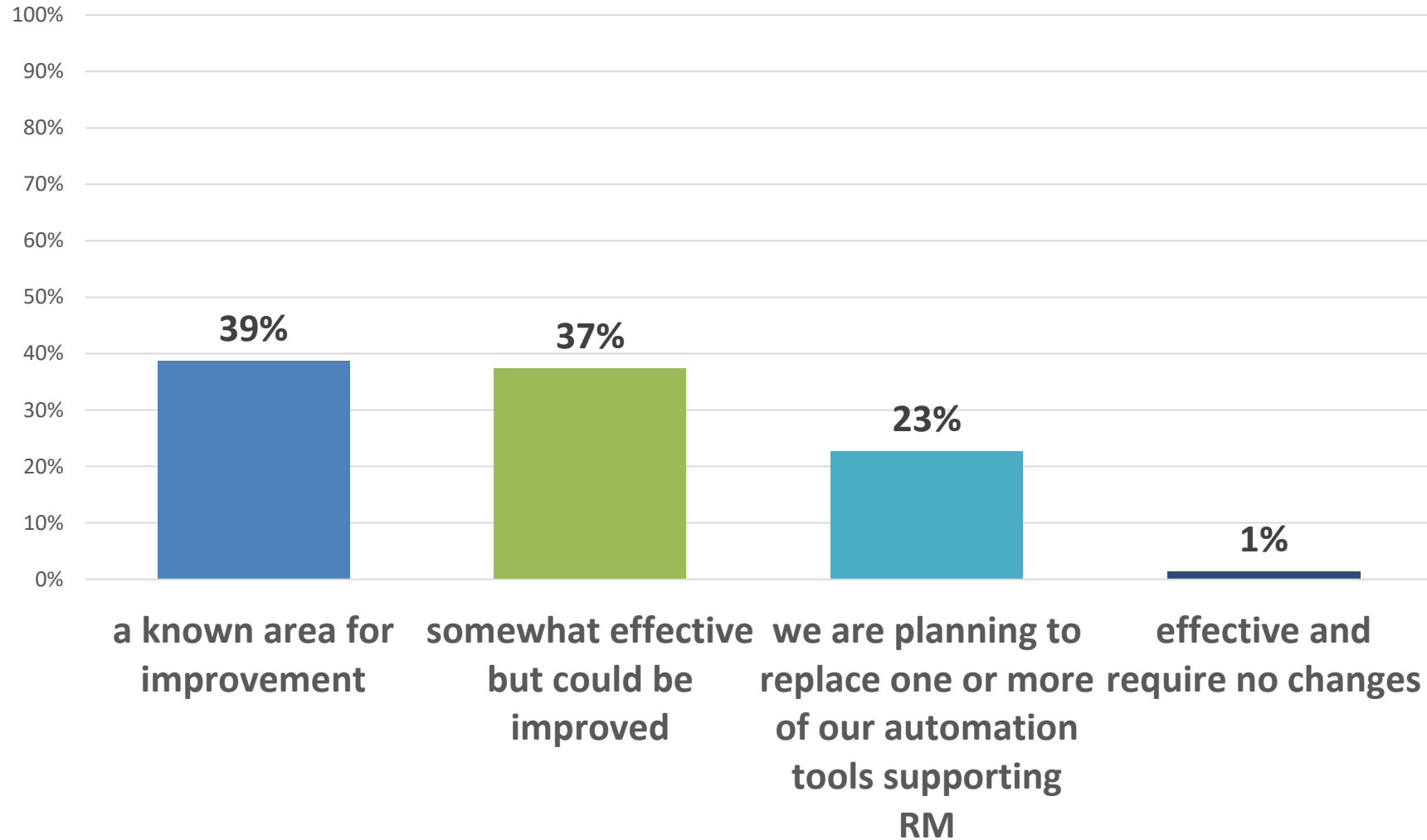


# Q4 - We Need/Plan to Develop Better Processes For: (All Respondents)



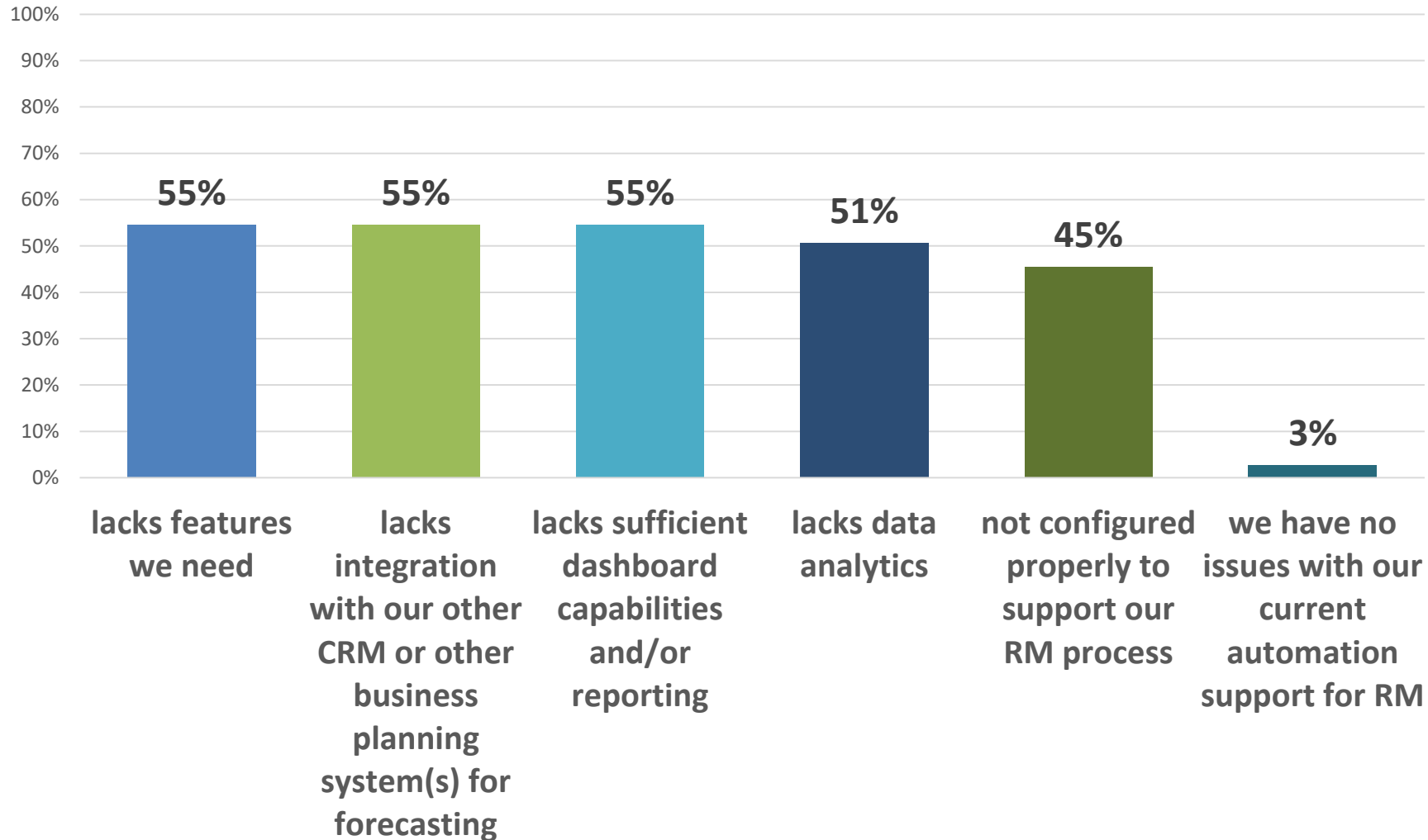
No surprise forecasting leads the pack on areas for improvement, with governance and the skills inventory also areas for improvement with nearly two thirds of respondents. Forecasting and a good skills inventory are essential foundations for successful RM outcomes.

# Q5 - Our Current Tool(s) for RM Support are: (All Respondents)



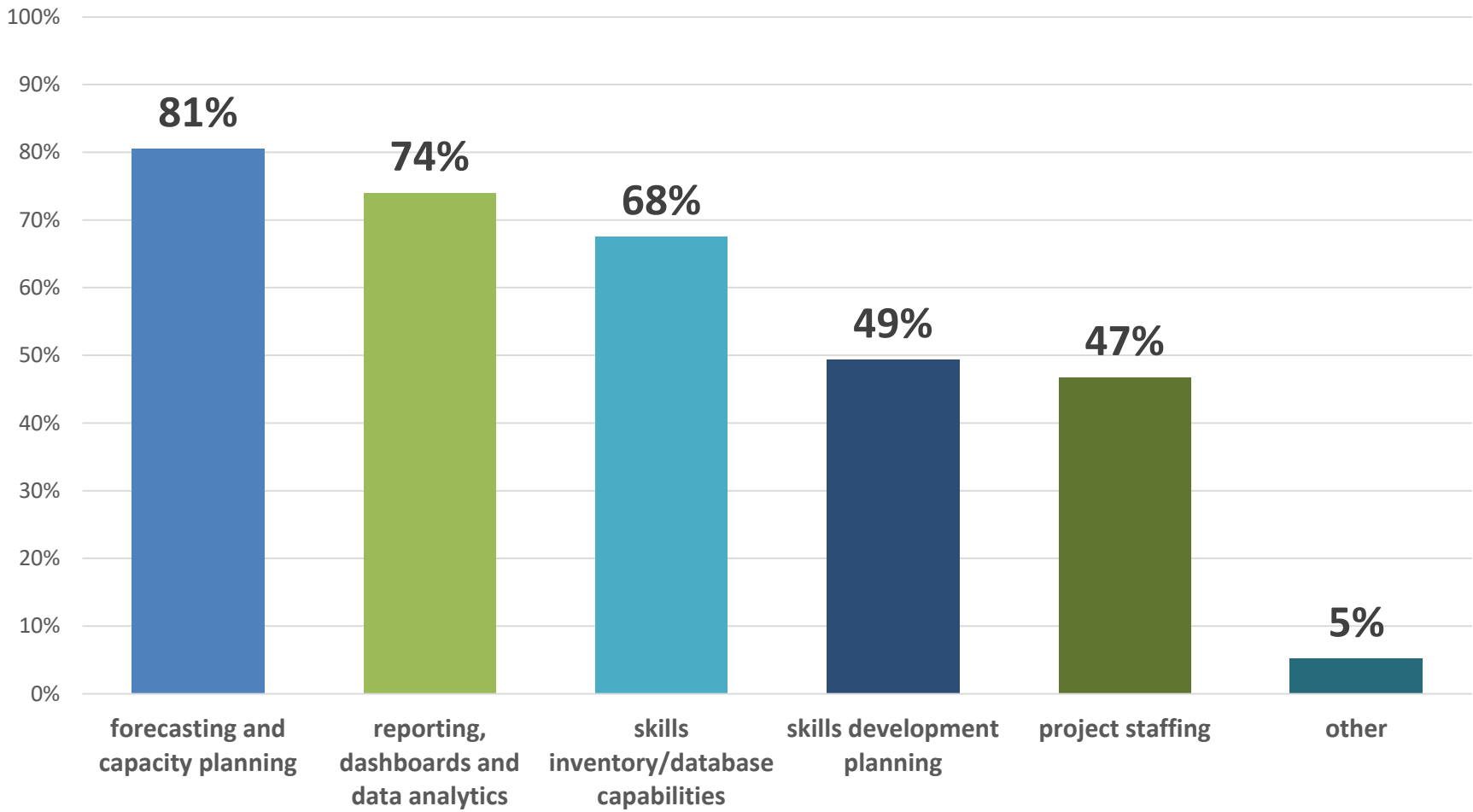
Nearly every respondent has some issue with their automation tool(s), and nearly a quarter plan to replace their current system. A good PSA/PPM/RPM tool is essential to effective RM execution.

# Q6 - Current Inhibitors in Automation Support: (All Respondents)



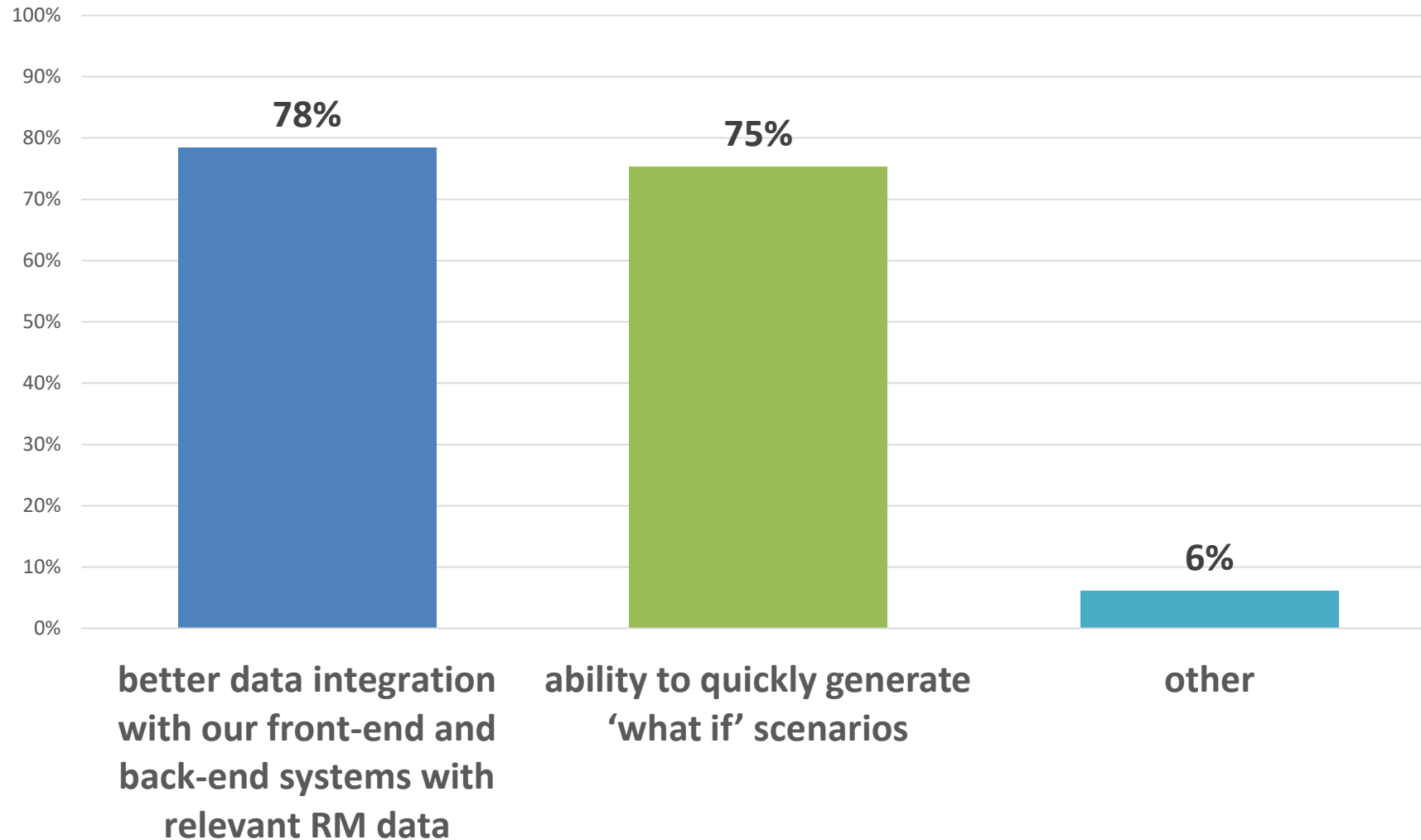
A gap exists between buyer expectations and reality when it comes to automation tools. Buyers need to focus more on requirements planning and use case supported demonstrations before committing to a PSA/PPM/RPM solution.

# Q7 - We Need/Plan to Address These Current Automation Deficiencies: (All Respondents)



Planned user improvements are well aligned with needed RM fundamentals, but the data clearly shows the size of gap to be addressed is significant and will take time.

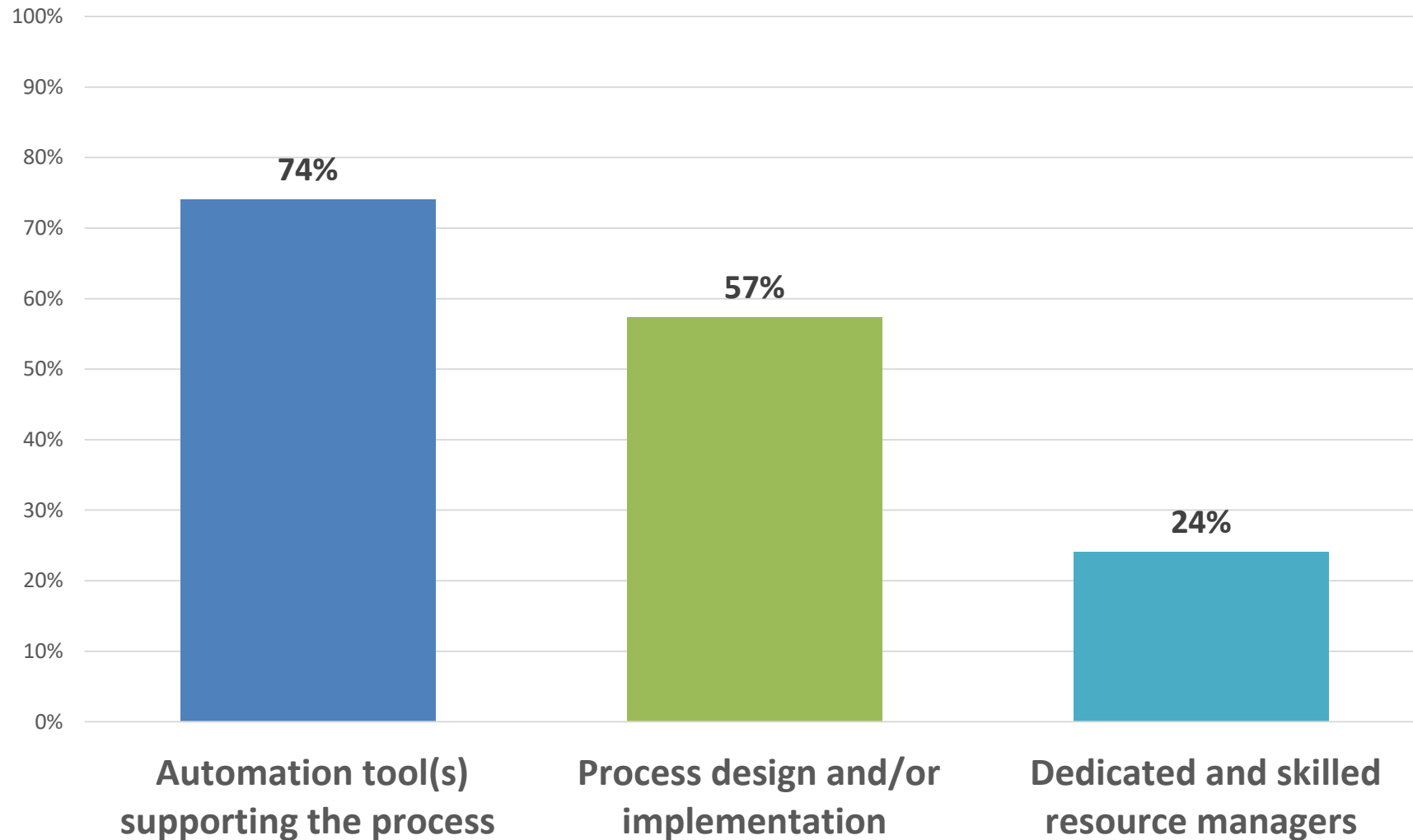
## Q8 - What Data Analytics Capabilities Would You Want: (All Respondents)



Better data integration and planning tools are top of the list for system enhancements.

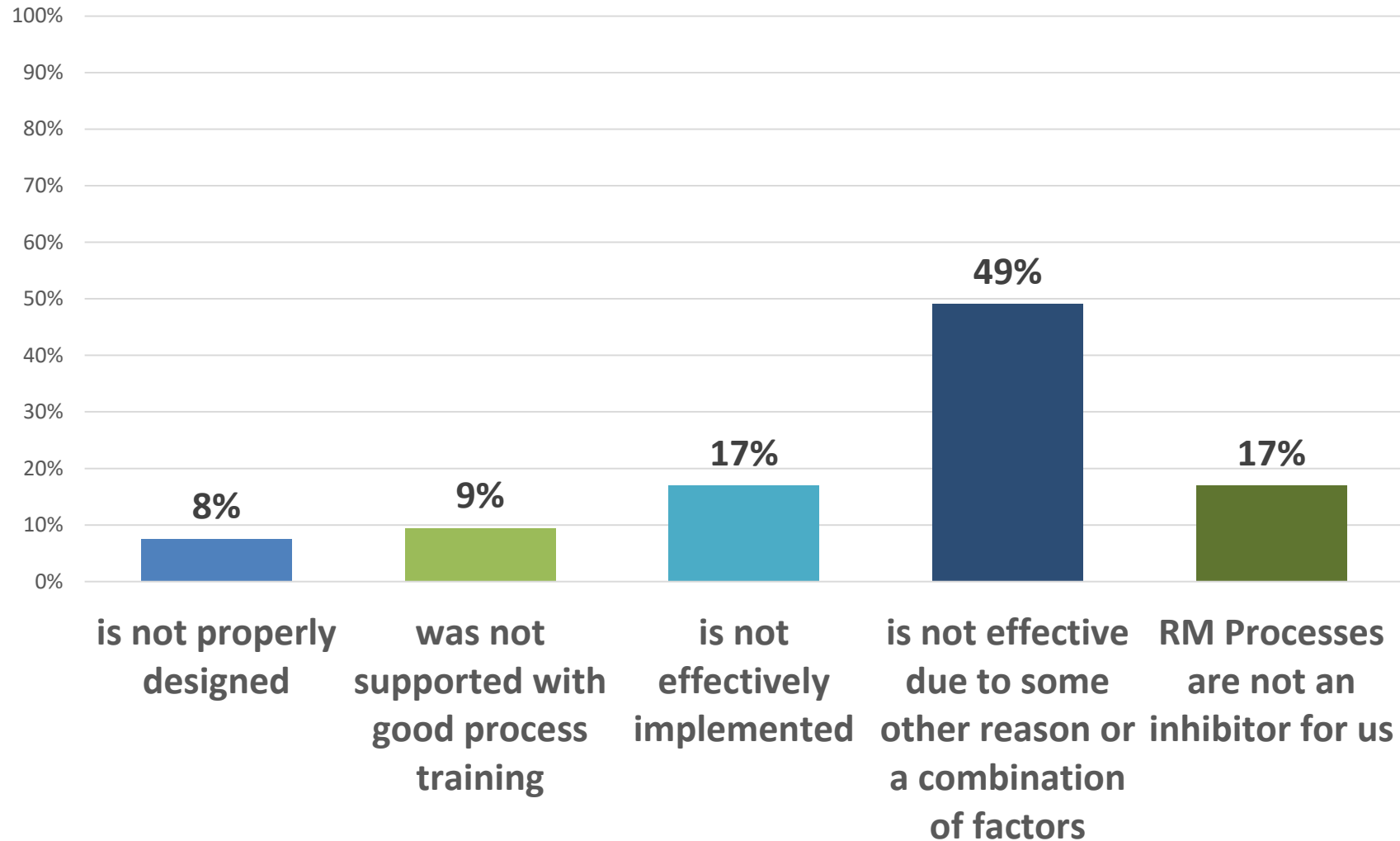
# 3 PS/CS Respondents

# Q2 - The Largest Inhibitors: (PS/CS Respondents)



Finding the right tool(s) and process design dominate the list of inhibitors for effective RM. Nearly one quarter of respondents have trouble with finding/keeping skilled resource managers.

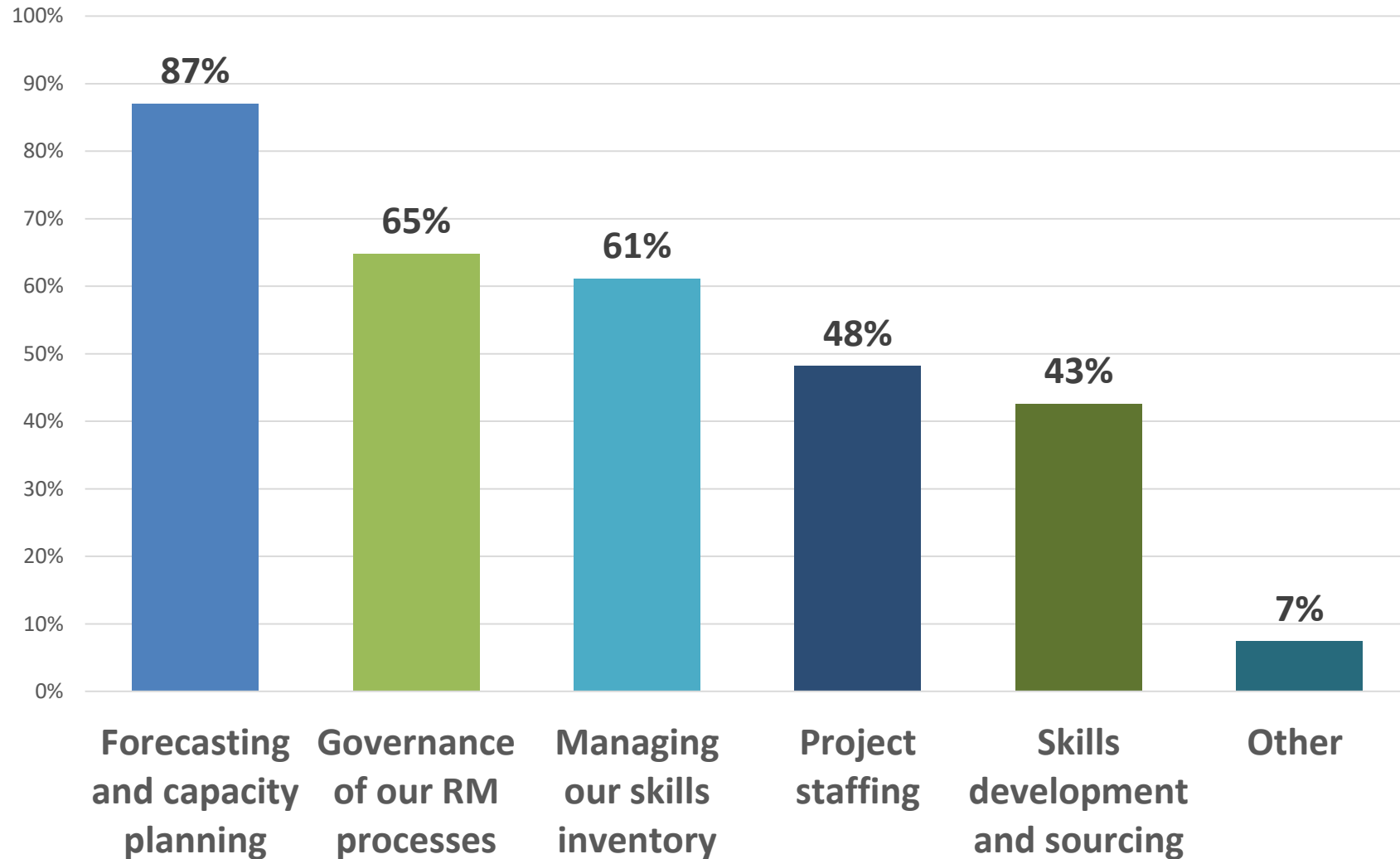
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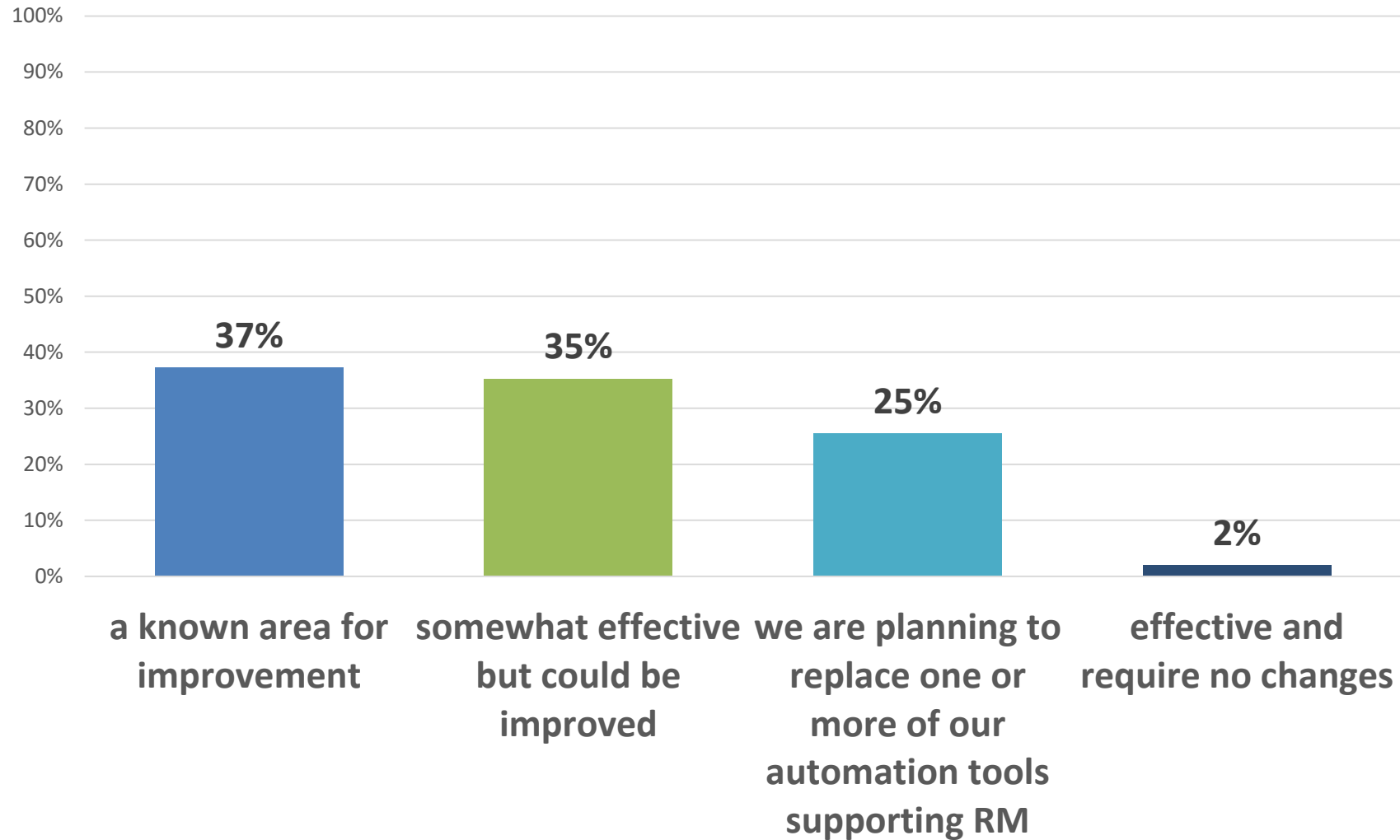


# Q4 - We Need/Plan to Develop Better Processes for: (PS/CS Respondents)



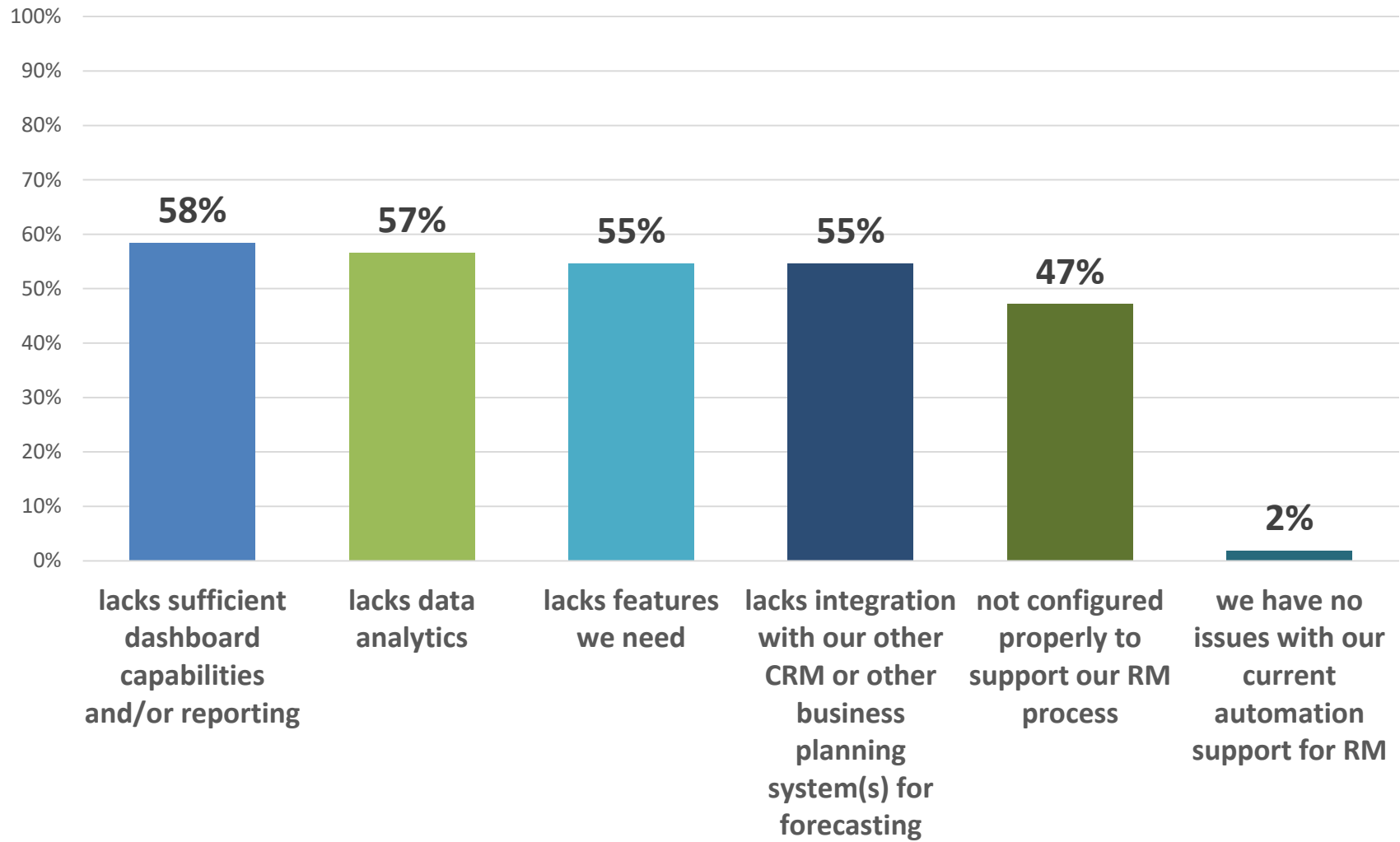
Without a data based view of the future and an updated skills inventory, resource planning becomes a backwards looking and largely useless process. RMI research is clear that poor design and execution of these two essential elements leads to frequent RM process failures.

# Q5 - Our Current Tool(s) for RM Support are: (PS/CS Respondents)



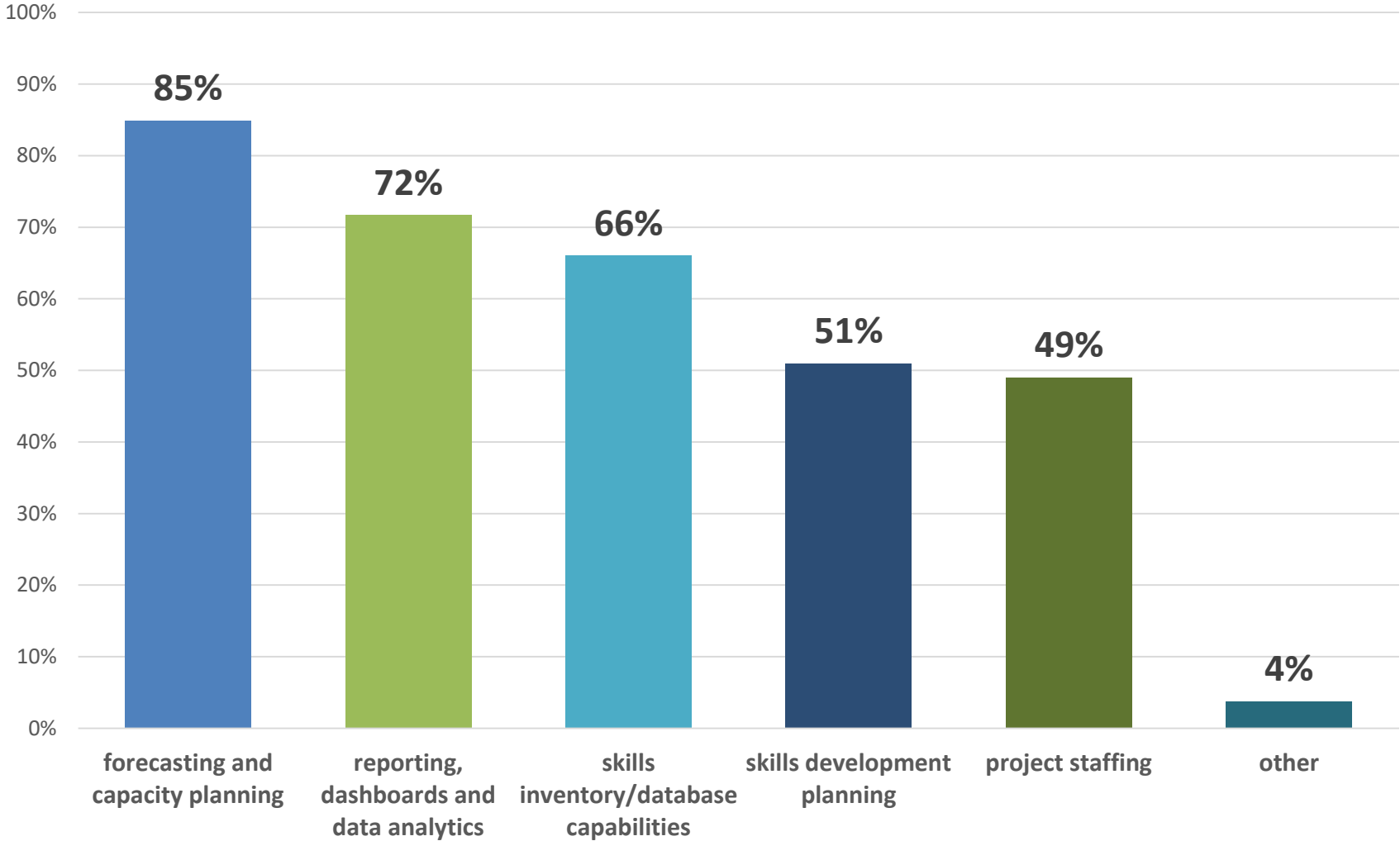
Nearly every respondent has some issue with their automation tool(s), and nearly a quarter plan to replace their current system. A good PSA/RPM tool is essential to effective RM execution. The RMI expects substantial turnover in tool support in the next 5 years.

# Q6 - Current Inhibitors in Our Automation Support: (PS/CS Respondents)



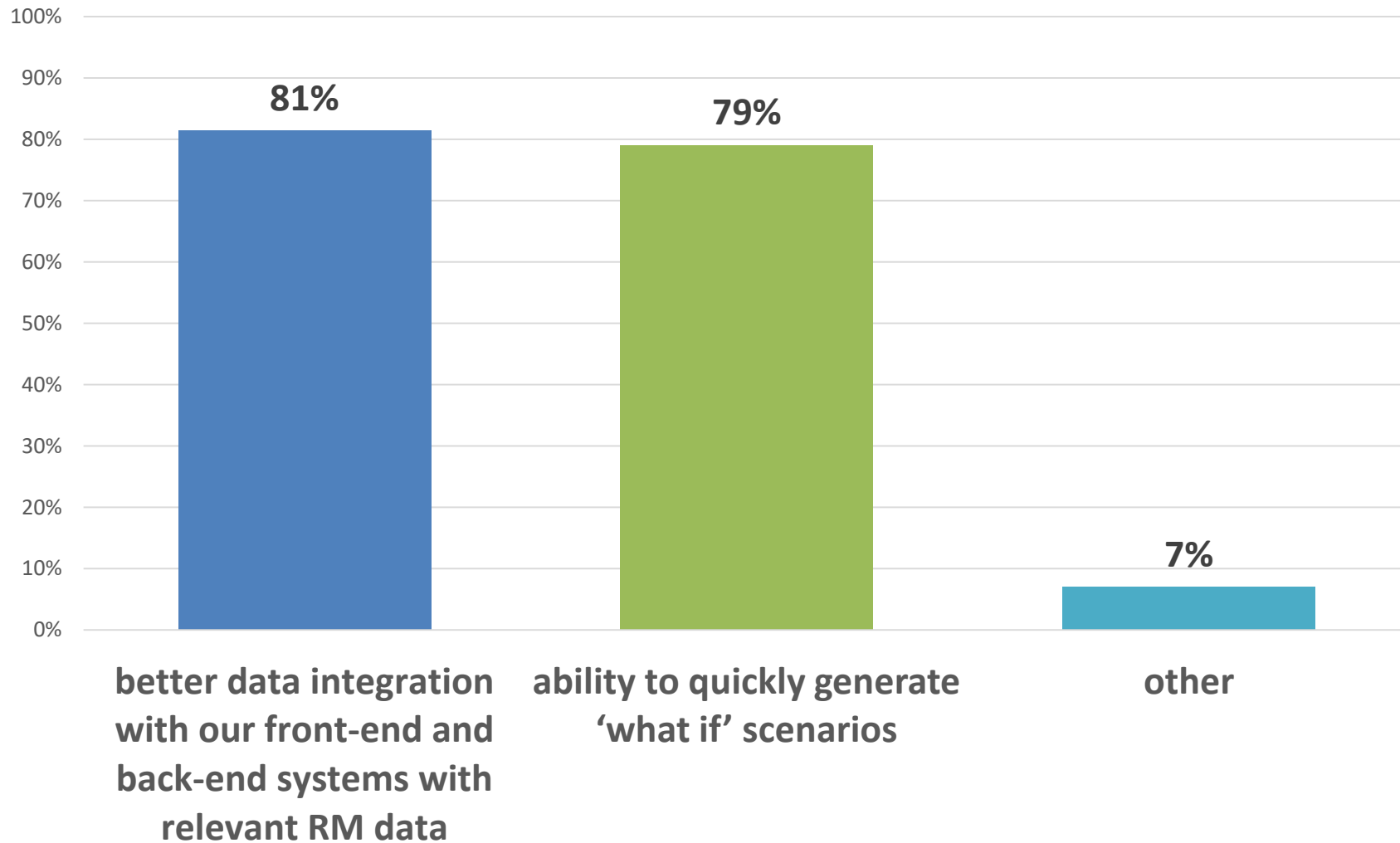
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Planned user improvements are well aligned with needed RM fundamentals, but the data clearly shows the size of gap to be addressed is significant and will take time. Better CRM integration, data analytics capabilities, and process design will accelerate progress.

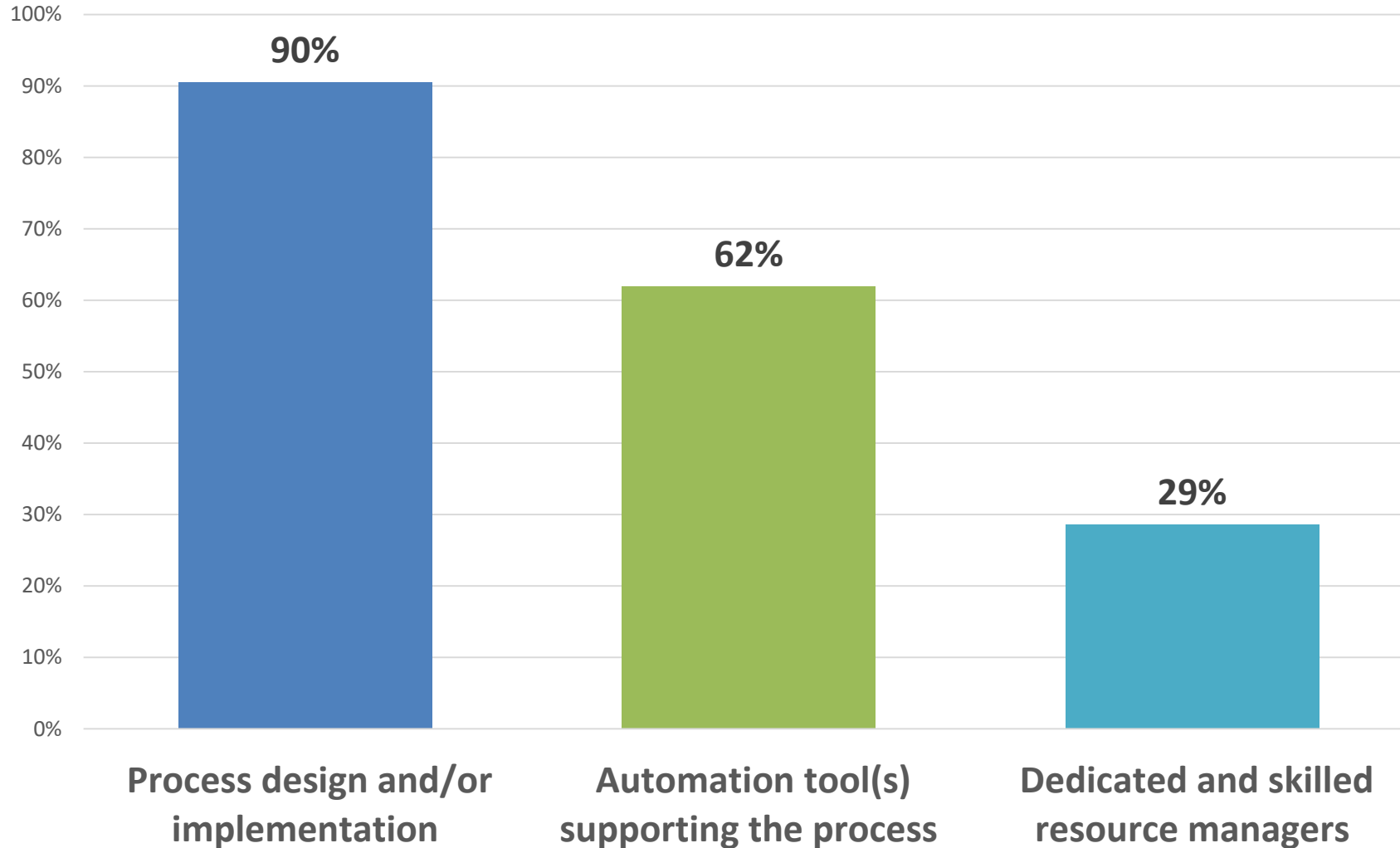
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Process design should contemplate better data integration and planning tools to support the target RM process. User priorities list these as top of the list for system enhancements.

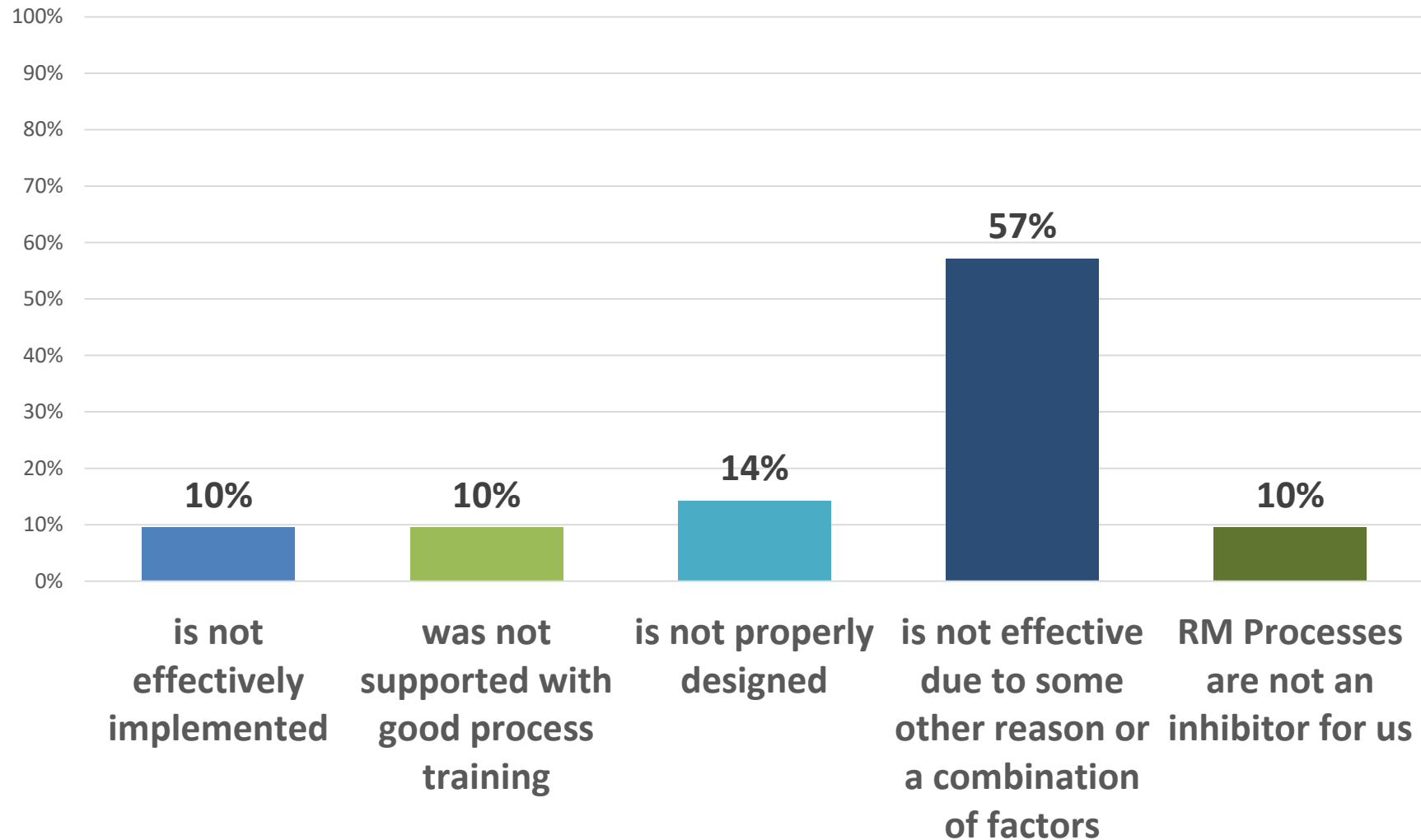
# 4 Enterprise/IT Respondents

# Q2 - The Largest Inhibitors: (Enterprise/IT Respondents)



More data re-affirming that E/IT trails PS/CS in solving their RM issues. Finding the right tool(s) and process design dominate the list of inhibitors for effective RM. More than one quarter of respondents have trouble with finding/keeping skilled resource managers.

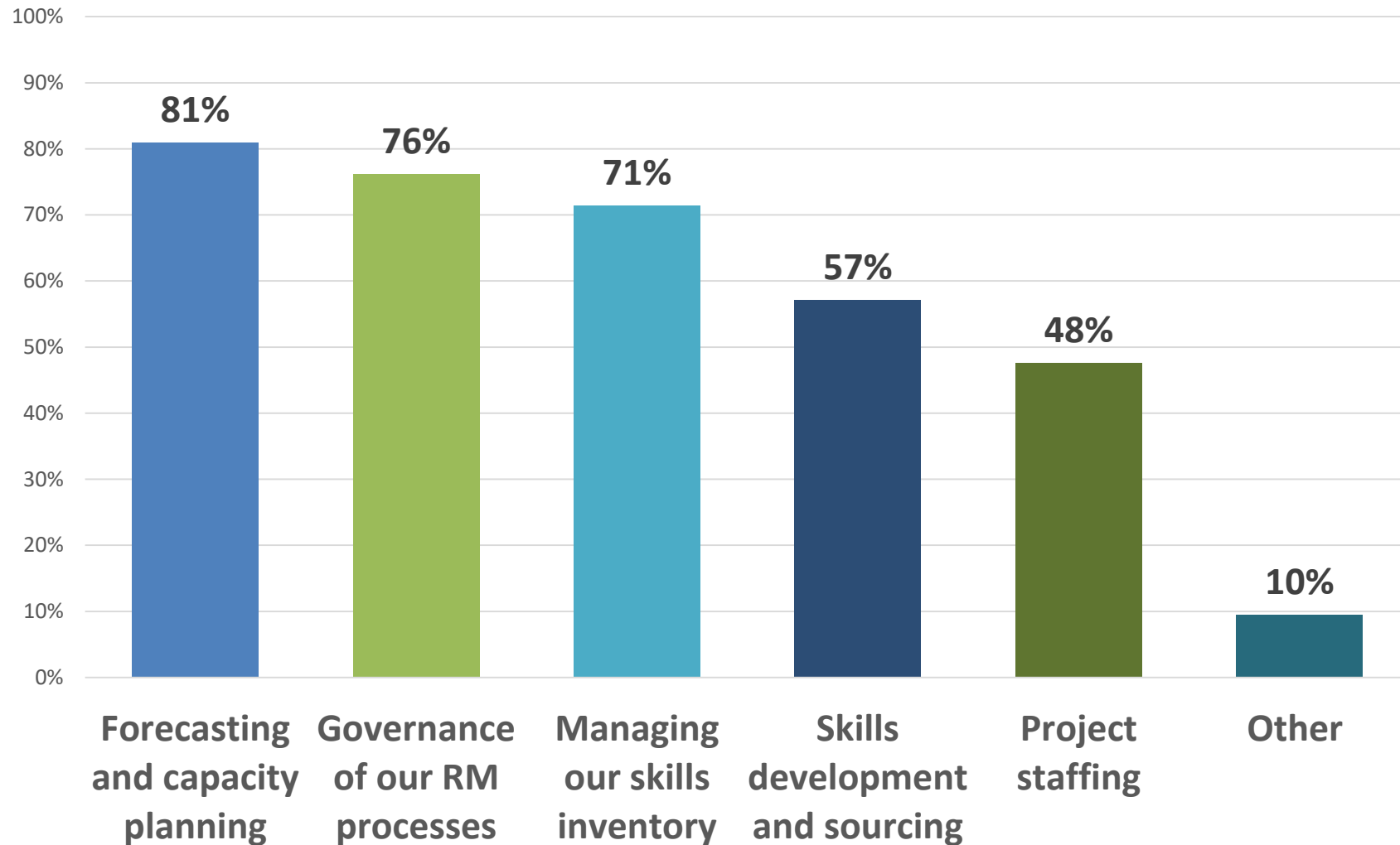
# Q3 - Our Current RM Process: (Enterprise/IT Respondents)



90% of respondents have one issue or more with their RM process inhibiting RM performance. Building a specific and robust RM process to support effective RM is essential. Q4 highlights many of the areas of process shortfalls being addressed by the respondents.

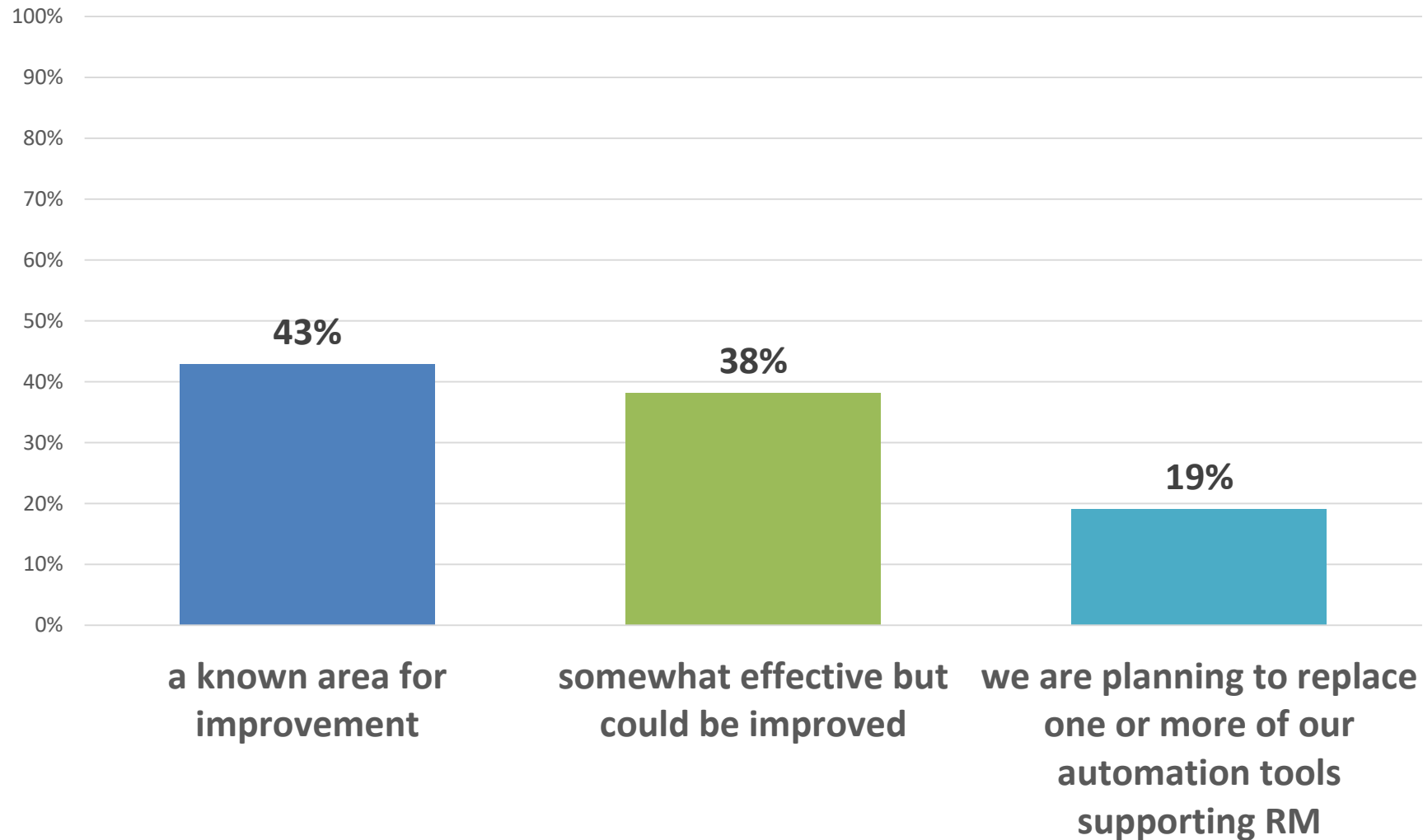


## Q4 - We Need/Plan to Develop Better Processes for: (Enterprise/IT Respondents)



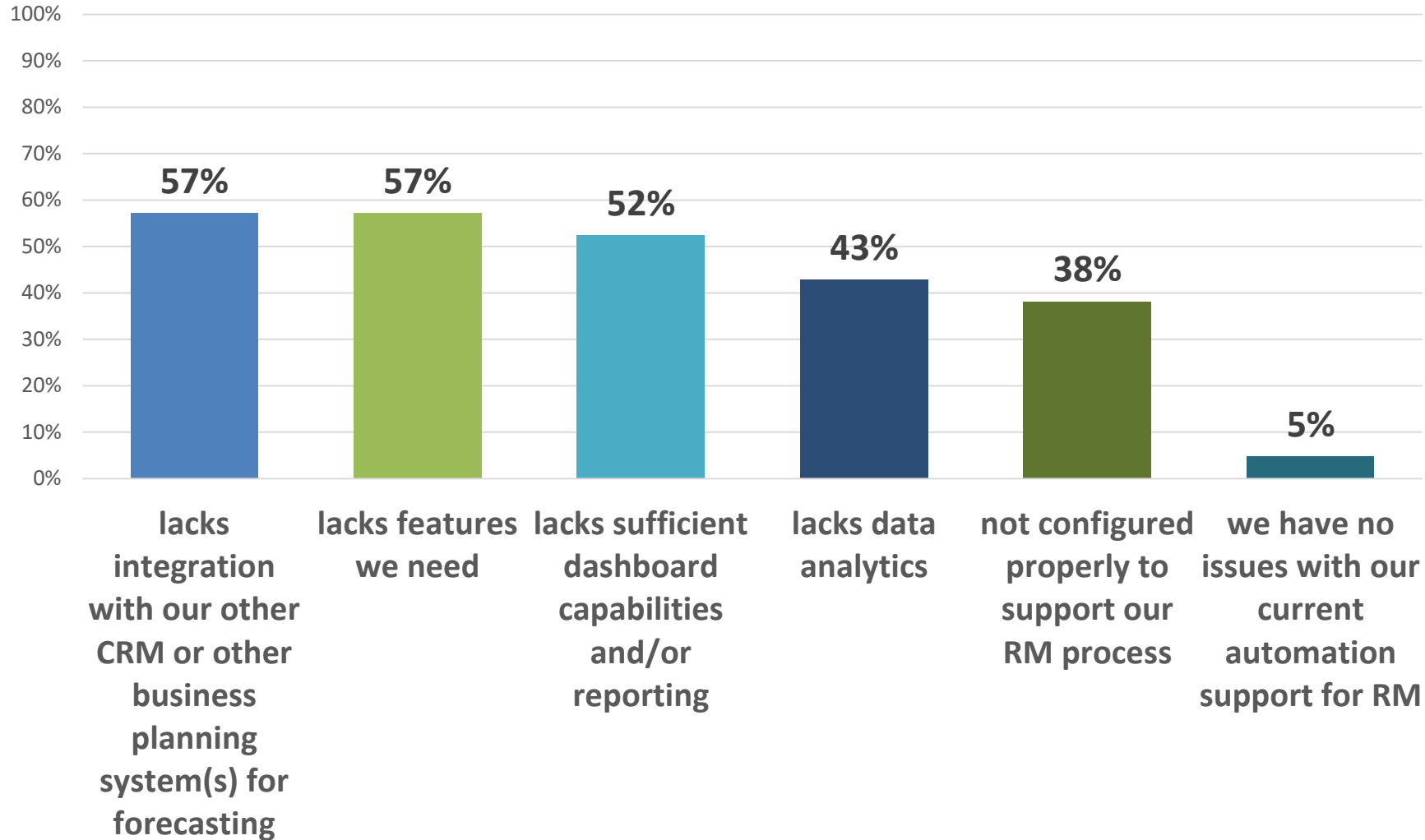
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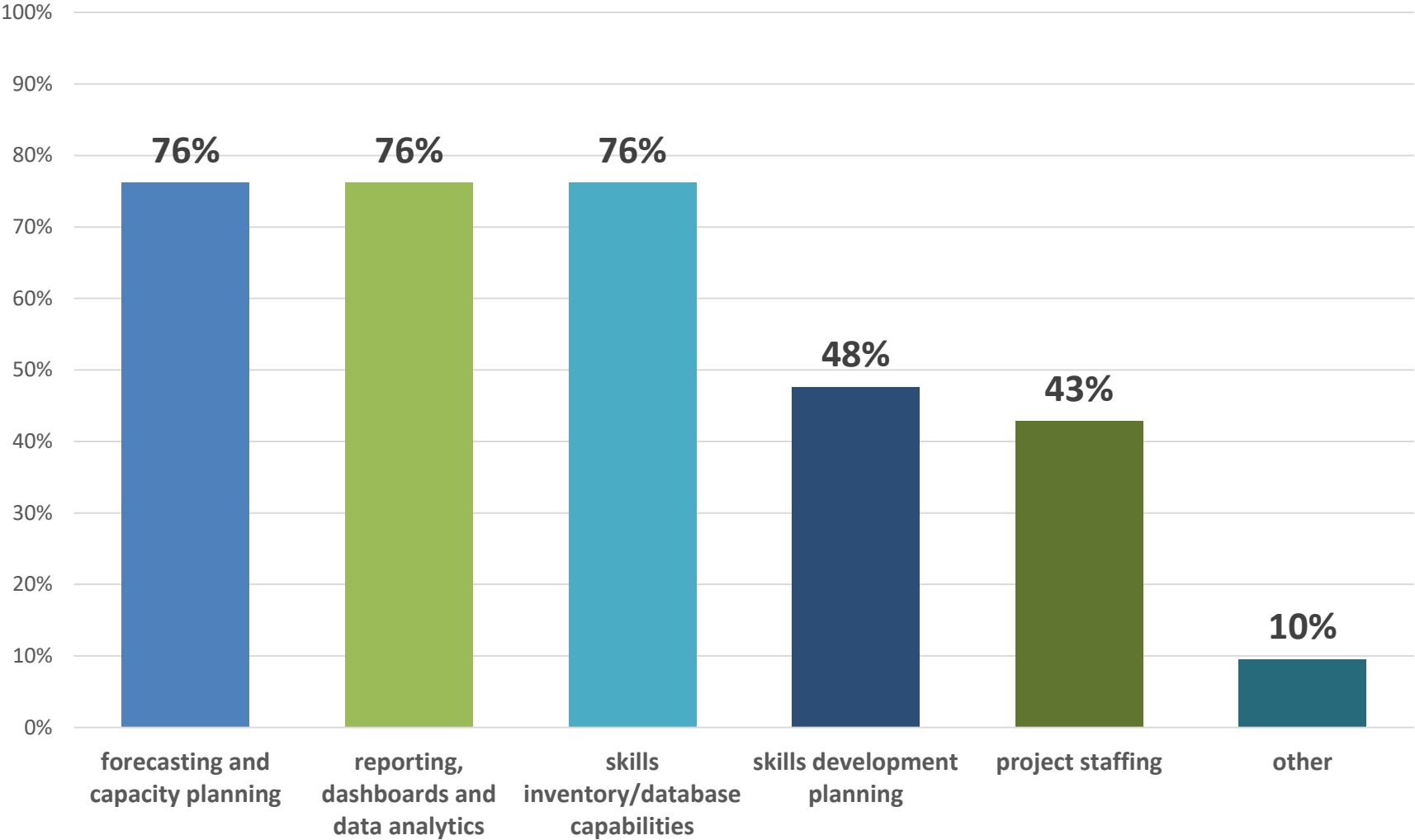
All respondents have issues with their automation tool(s), and nearly a quarter plan to replace their current system. A good PPM/RPM tool is essential to effective RM execution. The RMI expects substantial turnover in tool support over the next 5 years.

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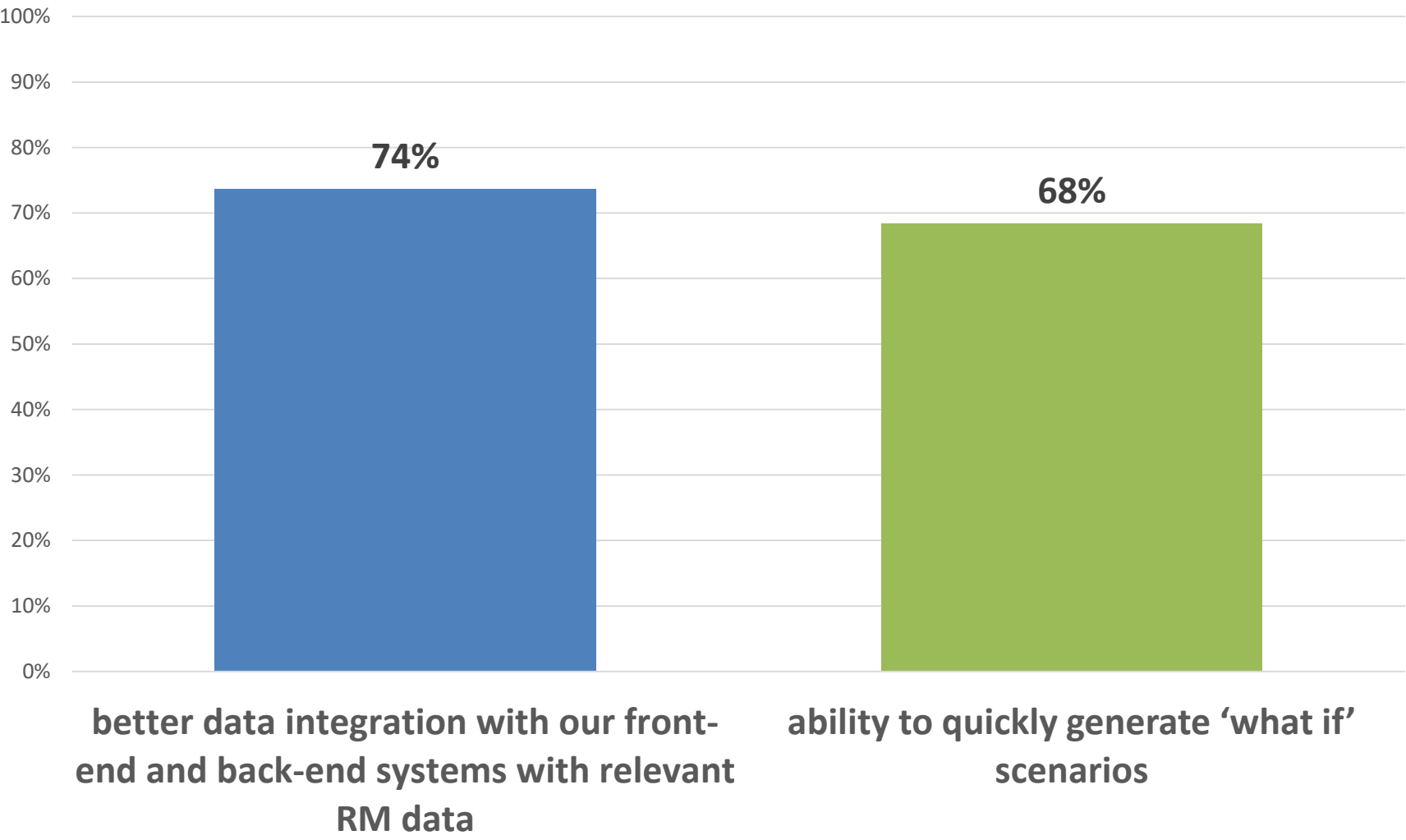
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# RMI Inhibitors Survey Summary

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- ✓ Companies have significant process and technology shortfalls to overcome to improve RM outcomes for human capital intensive service businesses
- ✓ Process standardization, and better RM education and training will advance RM progress
- ✓ PSA/PPM/RPM decisions need to be preceded with better RM process requirements planning, and incorporation of better data integration and business intelligence support into the overall design

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