



We Help Services Organizations  
Get Better At What They Do

### **The Challenge**

Outside of project margins, utilization of human capital is the largest lever for impacting professional services organizations. The math is simple. For a 100 person services organization, 5 points of utilization equates to approximately \$1 million to the bottom line.

Services organizations that don't consistently achieve target utilization levels are usually plagued with a lack of disciplined practices, poor tools and infrastructure, underinvestment or some combination of all three.

### **The Solution**

RTM Consulting believes utilization is critical in periods of growth as well as contraction. In our experience, poor utilization is not as simple as having too many resources for too little work. Through the effective management of your resources, RTMC believes you can achieve significant improvements in profitability, employee retention, and career development. It is about getting **the right person in the right place at the right time.**

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## Resource Management Case Study

### Informatica Partners with RTM Consulting to Deploy a Centralized Resource Management Office and Drive Improvements in Project Forecasting and Resourcing

#### **Who We Are**

RTM Consulting provides strategic and operational advisory services to technology companies and other industries to assist them in increasing revenues and growing margins by leveraging consulting, professional and support services more effectively.

#### **Client Situation**

Informatica's growing, geographically dispersed professional services organization was facing new and increasing demands servicing the implementation needs of its diverse product portfolio. The reorganization of its Professional Services group created a focus on key client growth while deepening delivery focus. Informatica needed to better understand how to design and deploy a centralized resource management office (RMO) to achieve more consistent and predictable utilization, support the organizational growth through more cost effective operations, have reliable and accurate forecasting and drive greater adoption and utilization of its PSA solution.

#### **The Solution**

**Informatica engaged RTM Consulting to assist in architecting and deploying a centralized RMO including:**

- ▶ A rapid assessment to baseline current situation and establish a framework for measuring impact
- ▶ Leveraging RTM Consulting's *Just-in-Time Resourcing*® solution to define all dimensions of the future state PMO
- ▶ Establishing the RMO organizational design, structure and size
- ▶ Defining a governance framework
- ▶ Building and executing the work plan

#### **The Result**

**By leveraging RTM Consulting's resource management expertise, Informatica quickly deployed a centralized RMO and is achieving more consistent and predictable resource utilization and has seen improvements in forecast visibility and accuracy including:**

- ▶ Time needed to staff projects improved from over 4 weeks to 1-2 weeks
- ▶ Previously regional managers led all staffing activity, now time involved in project staffing has been reduced by 75%
- ▶ Improved reliability of the forecast view from 30 days to 120 days
- ▶ Consistently achieving utilization targets and manage high-burn, over-allocation of high value resources

*"We worked with RTM Consulting to architect a plan and deploy a centralized resource management office to achieve more consistent and predictable resource utilization and improve our forecast visibility and accuracy.*

*This has been a win-win result for our clients, our employees and Informatica."*

--Richard Busch, Director, Professional Services Operations, Informatica