



We Help Services Organizations
Get Better At What They Do

Resource Management Case Study

Bentley Systems Leverages RTM Consulting's Resource Management as a Service (RMaaS) to Accelerate the Benefits of a Centralized and Global RMO

The Challenge

Utilization of human capital is the largest financial lever for controlling professional services costs. The math is simple. For a typical 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 experiencing a lack of disciplined resource management (RM) practices, poor tools and infrastructure, underinvestment or some combination of all three. Effective RM is also a substantial contributor to effective project performance and employee morale.

The Solution

RMaaS provides services organizations with consistent and effective resource management. By utilizing RMaaS, services organizations can accelerate time to achieving the benefits of predictable utilization and improved project performance.

RTM Consulting's RM experts build the right processes, align these processes to supporting automation solutions, drive effective change management, and then operationalize a proven solution for effective RM.

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, support and field services more effectively.

Client Situation

Bentley's rapidly growing professional services organization implements a broad range of solutions for a diverse and complex customer and product base around the world. While a resource management office (RMO) was deployed to drive improvement to utilization and operating margins, the initial rollout fell short of achieving true centralization. Challenges remained in getting the organization to shift its behavior to centralized resourcing and the technology infrastructure was insufficient leading to a manually intensive process and data spread across multiple systems.

The Solution

Bentley engaged RTM Consulting to leverage RMaaS in rapidly moving to a more centralized, global resource management model. This included:

- ▶ Utilizing RTM Consulting's *Just-in-Time Resourcing*[®] solution as a guide to baseline progress and gaps in capabilities.
- ▶ Taking a leadership role in developing and executing a global deployment plan for centralized RM for all delivery practices.
- ▶ Developing artifacts, processes and reports to support the rollout and ongoing operation.
- ▶ Working with the technology team to improve the PS automation capability for RM.
- ▶ Deploying effective change management to support global adoption.

The Result

By leveraging RTM Consulting's RMaaS solution and RM experts, Bentley has been able to rapidly centralize their staffing and resource forecasting processes. The RMO team is now integrated to the delivery teams, and data and reporting has been centralized and improved. Centralized resource management has contributed to solid performance improvements for Bentley in the first 12 months:

- ▶ Increased utilization by 5 points!
- ▶ Increased headcount gross margin by 27%.
- ▶ Improved resource demand forecasting.
- ▶ Decreased time spent on RM by PS leaders... more time spent with customers.

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