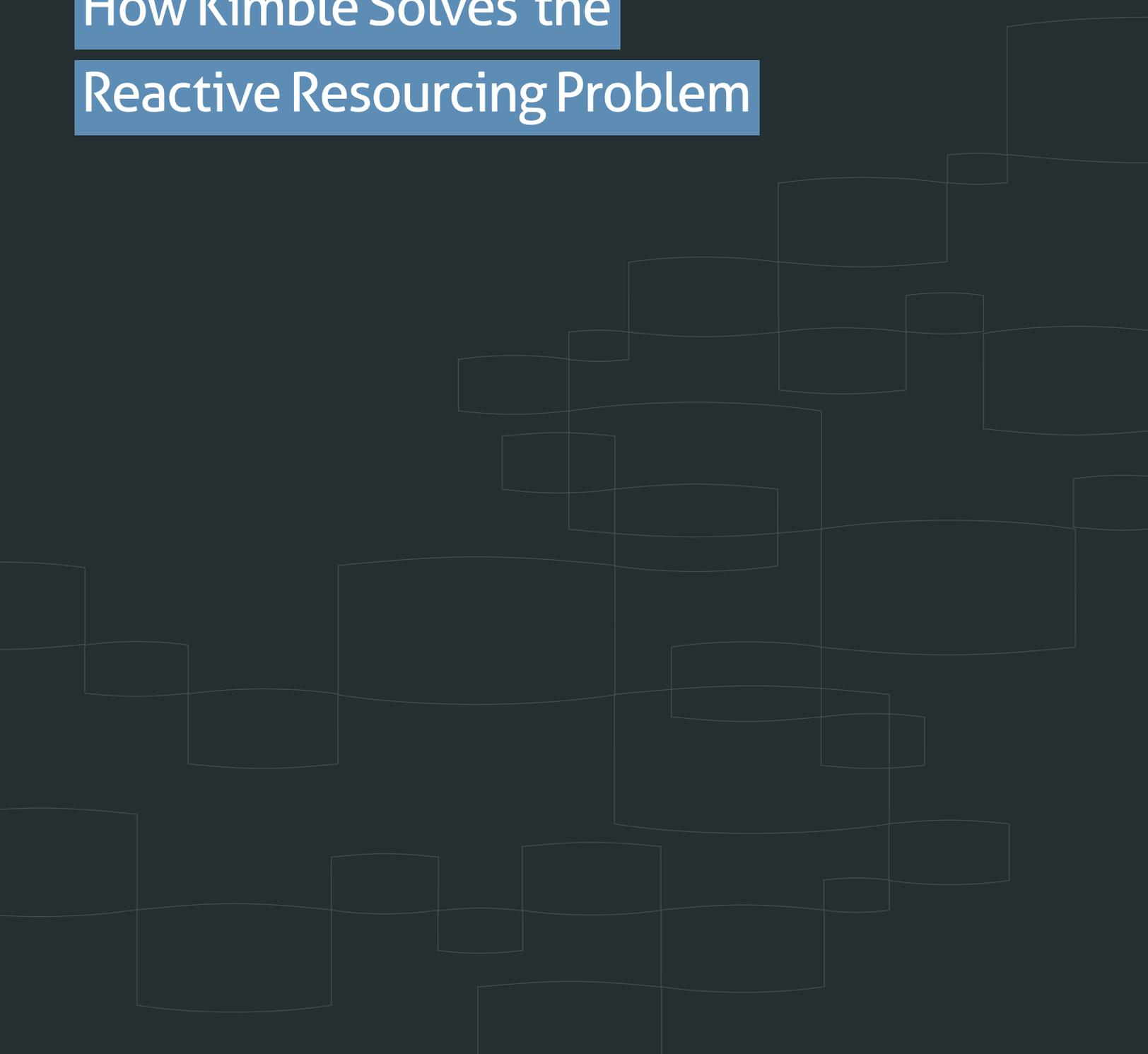# How Kimble Solves the Reactive Resourcing Problem

Resource managers are the unsung heroes of services businesses.

Ensuring a team with the right mix of skills and experience is ready to go at the start of each project is complex and time-sensitive.

Most of the time, of course, you make it work. Whatever is thrown at you gets sorted out: whether it is the project that lands on your plate at the eleventh hour with no warning, the long-planned engagement where the start date suddenly slips, or the proposal that was sold with an overly optimistic estimate of how long the project will take to deliver.

There is a lot of card shuffling, a lot of last minute wand-waving, but the magic happens. **Because you have a great team, everyone steps up and the customer usually gets what they asked for.**

But over the long term the **constant firefighting is wearing.** Perhaps as a resource manager looking to the future, you wonder whether heroics is always the best way to make things work.

You're probably already aware of the costs these challenges create for your business, and you're actively working to overcome them. You want to be more proactive, more confident when pulling the trigger on staffing decisions that will ensure you have the optimal mix of people to meet customer demand in the upcoming months. But it's not easy. You can't do it all on your own. You need something that can make the mechanisms that go into maintaining the right balance of supply and demand more predictable. The answer is Kimble.

This paper explores some of the ways that Kimble can help resource managers to succeed in their roles and help drive improved business performance.

Kimble PSA is specifically designed to enable a more proactive approach to resourcing.

Kimble PSA is the bedrock of a more predictable approach to resource management, where you can make plans with more confidence. Our SaaS solution is designed to support **the judgement and decision-making capabilities of resourcing professionals.**

It offers:

▶ A merged view of in-flight and upcoming projects

▶ A real-time view of resource availability in order to make strategic decisions about resourcing sooner

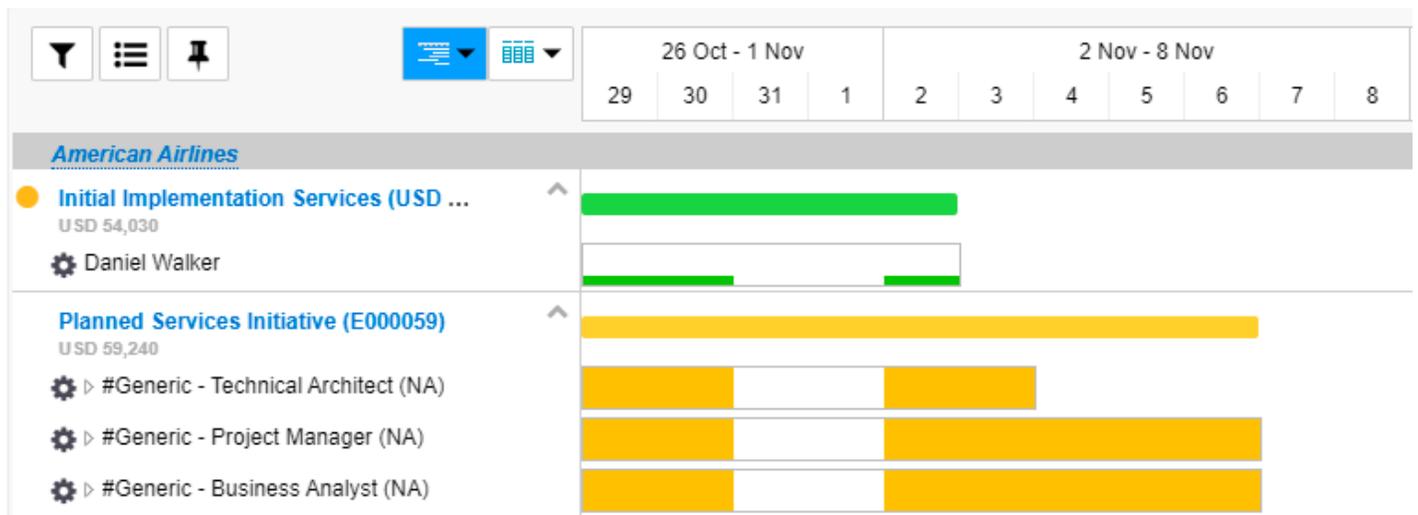▶ Automated functions to make your life easier — and also to free up time to focus on the bigger picture

***Figure 1**: Kimble Capacity Planner*

Kimble supports resource managers by providing the one source of accurate and up-to-date information which is required to make proactive and strategic resourcing decisions. Kimble nudges resource managers to make proactive decisions that once required hours of manual work digging into data that may have not been accurate, forward-looking, or comprehensive. Resource managers can rely on Kimble as the hub of predictability. Kimble removes the blind spots that often reduce the profitability and success of projects. There are three fundamental ingredients required for proactive, rather than reactive, resource management: increased visibility of projects in the pipeline, the status of current projects, and which resources are — and will — be available.

An experienced resource manager matched with Kimble is able to make more effective resourcing decisions sooner and move the needle with ease.

Below are three scenarios that will be familiar to many resourcing teams and Kimble is explicitly built to tackle these challenges with ease.

1. Lack of confidence in forecast and pipeline data reduce the chances of proactive capacity planning — which is key in staying one step ahead of customer demands and making informed and strategic resourcing decisions.

▶ When this happens, putting together the right team at short notice becomes a scramble. One risk is that the resources won't be well versed in what outcomes the customer is hoping to drive and the project won't get off on the right foot.

▶ There is a delicate balance that needs to be struck between matching resourcing supply to customer demands before a deal reaches 100% certainty of being sold. While you don't want to make premature recruiting or hiring decisions, you also want to have adequate time to get the right resources on the right projects.

▶ Sales and resourcing teams fail to collaborate during the proposal stage of the project, leading to deals being sold without an accurate and comprehensive understanding of what it will take to actually deliver.

▶ Most companies wait until a deal is 100%, if you don't wait you are risking hiring people who won't have jobs. there isn't a right decision here, but it's about finding the balance based on data to more confidently make the call where appropriate.

▶ If capacity is already stretched, the resource manager may have to go back to the customer and say they simply can't start on that date — the customer may not agree to a delay and may go elsewhere. An alternative solution might be to add the expense of finding short term contractors.

▶ The team that ends up being put on this task may not have exactly the right skills or experience and that can also impact customer satisfaction. And if this happens often, service professionals can end up feeling that they are being constantly thrown at projects.

Edit Delivery Element							
Short Name	American Airlines - Intensive		Services Contract Revenue (USD)				
Services Contract Cost (USD)	4,300.00		Expenses Contract Revenue (USD)		0.00		
Expenses Contract Cost (USD)	0.00						

Milestones · Assignments · Expenses

Usage Forecast Mode	⌗% Target Margin	⌗Hour Expected Usage	⌗Hour Derived Revenue	⌗F Usage Item			
Target Margin (%)	0		Expected Usage (Hour)				40
Expected Revenue (USD)							

	Resource	Role		Usage (Hour)	Start Date	End Date	Utilisation (%)	Cost Rate (USD / Hour)	Total Cost (USD)
➕ Add Assignment				40	19/10/2020	18/11/2020			4,300.00
🗑📋💬◇	#Generic - Business Analyst 🔍	Business Analyst ▾	⇌	20.00	19/10/2020	27/10/2020	35.71	105.00	2,100.00
🗑📋💬◇	#Generic - Project Manager (🔍	Project Manager ▾	⇌	0	22/10/2020	22/10/2020	0	115.00	0.00
🗑📋💬✂	#Generic - Business Analyst 🔍	Business Analyst ▾	⇌		19/10/2020	18/11/2020	0	105.00	0.00
🗑📋💬◇	#Generic - Technical Archite 🔍	Technical Consultant ▾	⇌	0	22/10/2020	22/10/2020	0	125.00	0.00

Save and Close · Save · Delete · Cancel

Figure 2: *Configure Element window*

How can Kimble help?

▶ Kimble provides resource managers with what no other solution can — a real-time view of the resourcing impact of all project work that's currently happening, combined with work in the pipeline that's expected to happen.

▶ Gives resource managers access to up-to-date and accurate data that can help to strike the balance between supply and demand before a deal is closed. Capacity planning prior to a 100% win can be tricky, but Kimble provides visibility into past project success rates and better informs resource managers of the probability that certain projects will reach the signing stage.

▶ Over time, businesses that operate in Kimble can create much more accurate forecasts. The various deals in the pipeline are visible at different probabilities.

▶ Kimble makes it easy to focus attention on deals that have reached a high enough probability that they need proposed candidates or committed resources. You can soft-book resources as candidates and compare proposed candidates for an assignment to see their fit for the role and the impact assigning them would have on the project margin.

▶ Kimble promotes cross-department collaboration, specifically between the sales and resourcing teams, to ensure that projects are realistically proposed and promises to customers are based on the real time and effort required for delivery.

Review Candidates

	#Generic - Project M...	Jennifer Kerry	Andrew Smith	Emma Powell
Details		PREFERRED	CONSIDER	
Role	Project Manager	Project Manager	Project Manager	Industry Expert
Location	Boston	Boston	Boston	Boston
Grade	-	Senior Consultant	Principal Consultant	Junior Consultant
Revenue Rate (Hours)	USD 209.00	USD 209.00	USD 209.00	USD 209.00
Cost Rate (Hours)	USD 115.00	USD 110.00	USD 130.00	USD 100.00
Margin Pct	44.98	47.37 ⬆	37.8 ⬇	52.15 ⬆
Start Date	05/11/2020	04/11/2020 ⚠	05/11/2020	05/11/2020
End Date	11/12/2020	10/12/2020 ⚠	11/12/2020	21/12/2020 ⚠
Utilisation	50	50	50	50
Effort (Hours)	100	100	100	100
Assigned Until		29/10/2020	-	18/11/2020 ⚠
Account Experience		3 Assignments	3 Assignments	3 Assignments
Required Capabilities				
Business Process Management Consulting	3	✖	✖	1 ⬇
Java	1	✖	4 ⬆	1 ✅
Project Management Consulting - Agile ✱	2	3 ⬆	⚠ ✖ ❗	2 ✅

Figure 3: Review Candidates window

2. It is difficult to get an accurate and up to date view of resource availability, skills, or experience, leading to reactive decisions that negatively impact the financials of the project.

▶ Everyone looks busy, but it is only later that it is possible to see that much of what they were occupied with was unbillable.

▶ There is inconsistent behavior of in-flight projects and it is difficult to determine the actual probability of resources wrapping up on-time and if you can actually earmark resources during the proactive capacity planning process.

▶ Resources are managed within a geography or a department and it is really hard to see the windows of availability within those silos.

▶ Lack of data surrounding the probability that certain deals will actually close, shift scope, or be lost. This impacts resource managers ability to really get proactive about the planning process in the weeks or months leading up to a project kick-off.

▶ It is very difficult to track, document — and make accessible — the skills and specialties of each individual resource and which projects they are best suited for.

How can Kimble help?

▶ Kimble provides a clear view of utilization — who is doing what and whether that work is billable or non-billable. Kimble also helps you find projects for resources who are underutilized — our bench optimization workflow highlights resources who are currently forecast to be underutilized for an upcoming period, and allows you to search for open assignments that these resources can take on.

▶ Kimble provides org-wide visibility, helping businesses break out of siloed mindsets focused on conventional team and business unit structures, flexing resources into roles and assignments they might not typically be sought out for, but for which they might be well-suited.

▶ Resources can profile their own skills and experience, set learning objectives, and convert those objectives into skills when achieved. They can search open assignments and express interest in those that align with their career development objectives. This means that when you're assigning resources, you're able to see where people are "raising their hands" for work they're eager to take on.
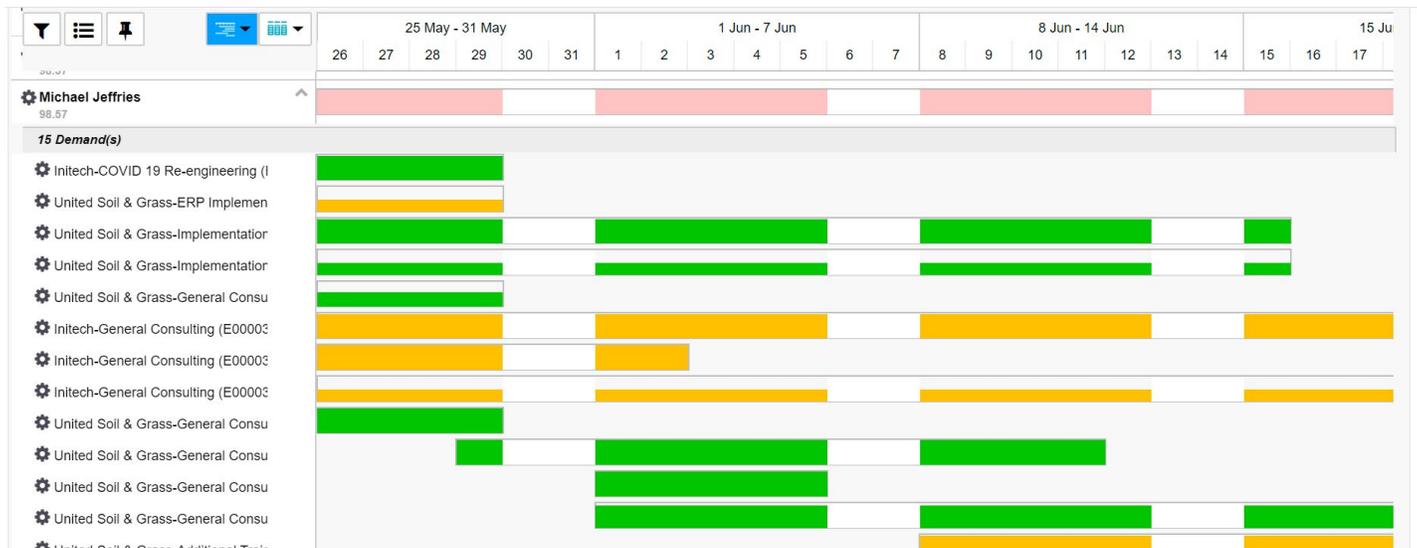

Figure 4: Bench Optimization workflow

3. Collaboration between the resourcing and sales team during the proposal phase could be more efficient, which reduces the chances that what is sold is actually delivered, and that the right resources are recruited before it's too late.

▶ The sales team's proposals often seem to underestimate the time and resources it takes to deliver them — leading to difficulties meeting customer demands within the original scope promised.

▶ You have a gut instinct that a certain project will run over and resources which currently look available will not roll over when initially expected, jeopardizing the successful kick-off of projects coming down the pipeline.

▶ Recruiting new resources tends to happen after a need has been recognized rather than done in a strategic and anticipatory manner. Involving the resource team in the proposal and strategy phase of projects reduces the chance that new hires are rushed through the training and onboarding process to get onto projects that have already been promised.

How can Kimble help?

▶ Kimble provides a collaborative environment where you can work with sales teams to shape the resource plan for projects, creating placeholder resource demand to model the assignment rate, cost, duration, and utilization until a resource is assigned. This can help create a more effective hand-over from sales to resourcing

▶ With Kimble, you have the insight you need to make impactful resource decisions. There's no need to wait to make an assignment change that preempts an issue which everyone can see in the system. hen you can see the margin that each project was sold at, it is easier to calculate how resource shifts impact the baseline. Approaching resource management with insight into the financial repercussions allows for more effective decision-making that boosts business performance and profitability.

▶ Kimble makes it easier to aggregate demand and to see where capacity needs to be expanded. That makes it easier to recruit the right skills and experience early and ahead of the curve.
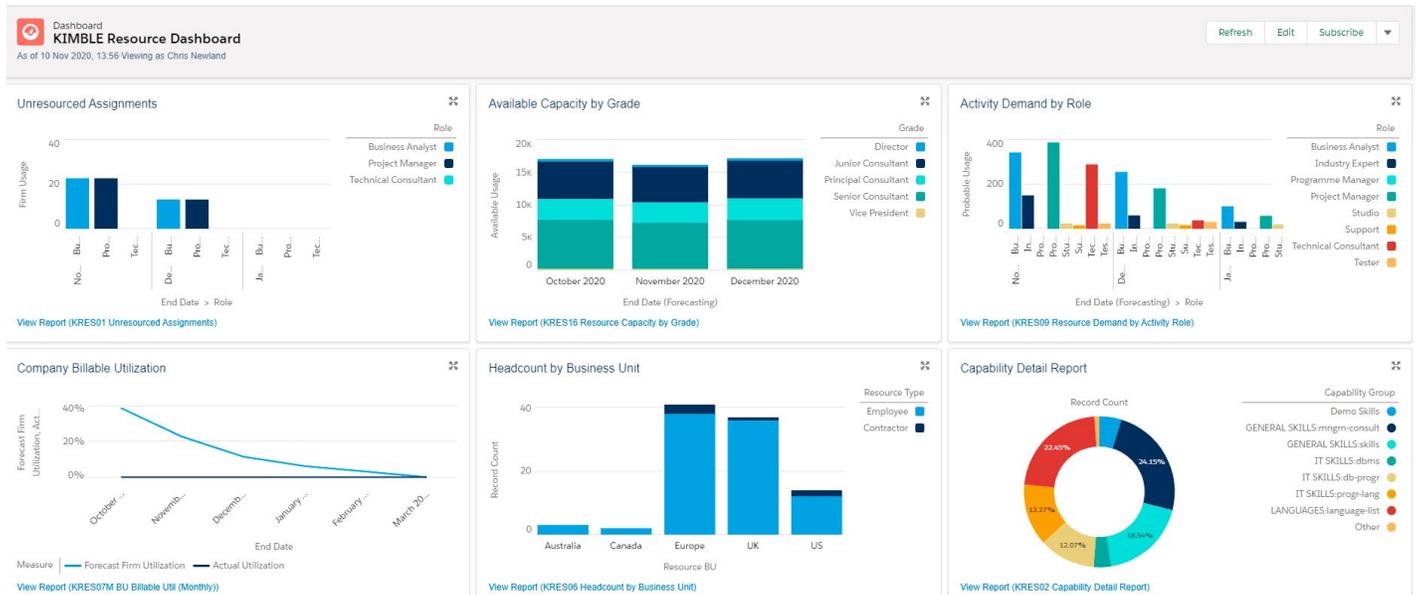

Figure 5: Kimble Resource Management Dashboard

In conclusion

Kimble enables resource managers to deliver improved customer value and better business performance.

If you can see what is coming up with confidence, you can reduce the variance between the project proposal and the actual delivery. Projects can be staffed with the best-fit resources based on accurate data surrounding skill and availability — all with visibility into the financial impact of such decisions.

Managing remote teams, perhaps across different state and country boundaries creates new challenges when it comes to managing resources and putting together cross-functional teams. Kimble provides the resource visibility that is required to transform such challenges into opportunities to increase utilization and billable work.

Kimble allows the resourcing team to see further in the future with confidence, and supports managers to make strategic decisions based on this accurate and forward-looking view. Instead of spending all their time firefighting, they can use that time to get out ahead of the competition, building and maintaining that high-performing team.

KiMBLe

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Kimble Applications helps professional service organizations run their project-based businesses better. Global leaders in consulting, software and hi-tech such as NTT Data, TCS, Sage and Canon use Kimble to optimize resource utilization, profitability and business scalability. Kimble is the only leading software vendor that focuses exclusively on professional services automation (PSA), putting all its energy into innovating features and easy-to-use functionality that improve team collaboration and efficiency around the key services processes. Built to work seamlessly with CRM, Kimble drives a forward-looking focus and more timely decision making with intelligent insights and guidance.