



**Aligning for Growth
and Outcomes**

Practical steps to transformation, growth and better Professional Services outcomes

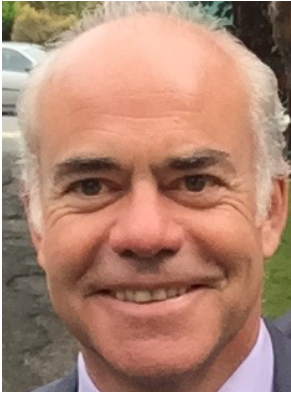
MARK ROBINSON KIMBLE APPLICATIONS |

MARC LACROIX RTM CONSULTING | SHANE ANASTASI PS PRINCIPLES/ CIRRUS CPQ

OCT 17 - 19, 2016 | LAS VEGAS



Who we are?



Mark Robinson



Marc Lacroix



Shane Anastasi



Why are we here?

*"4% of firms reach 100
consultants, 1% reach
200 consultants"*

Equiteq 



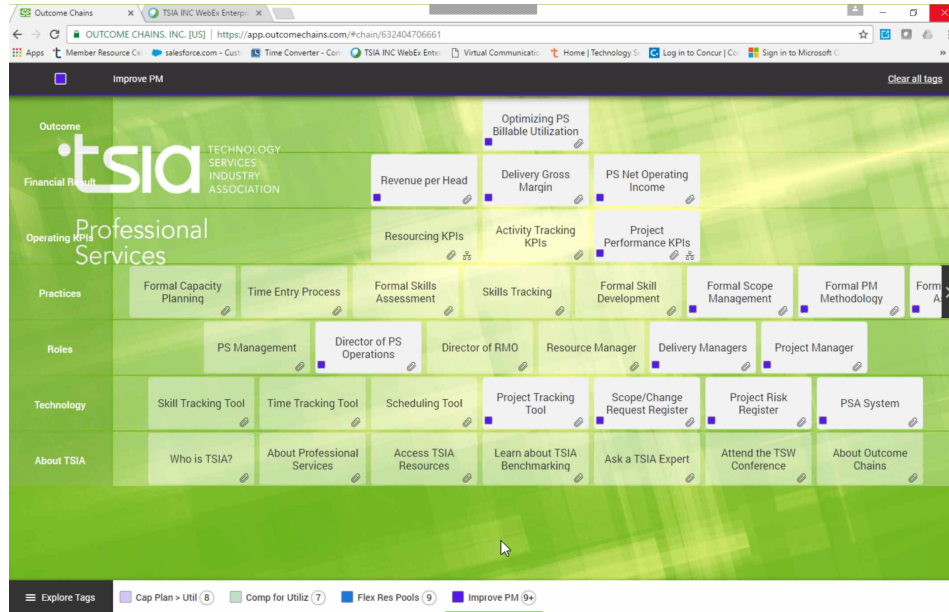
Why are we here?

*"Kimble is a next generation
PSA product that helps
consulting organizations to
scale and achieve their
desired outcomes"*

kimBLE



How to achieve the right business outcomes



”Outcome Engineering: The ability to consistently help customers achieve targeted business outcomes”

Thomas Lah, TSIA

How do we take the luck out of growth?



?





**Aligning for Growth
and Outcomes**

**How to achieve a more predictable
business outcome...**

Enablers of scale in a Services team



VISIBILITY

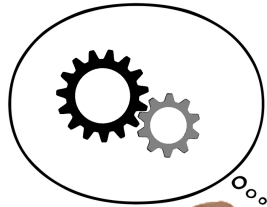


EMPOWERMENT



DISCIPLINE

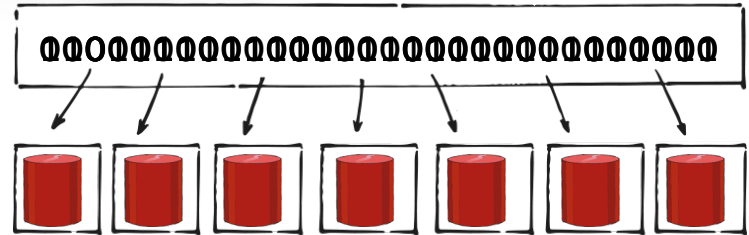
Challenges of scaling - Visibility



0	0	1	0	1	1	1	0	0	0	0	1
1	1	0	0	0	0	1	0	1	0	1	1
0	1	1	1	1	1	0	0	1	1	1	0
0	0	0	0	1	0	1	0	0	0	0	1

Have information available to experts

Data: the new natural resource

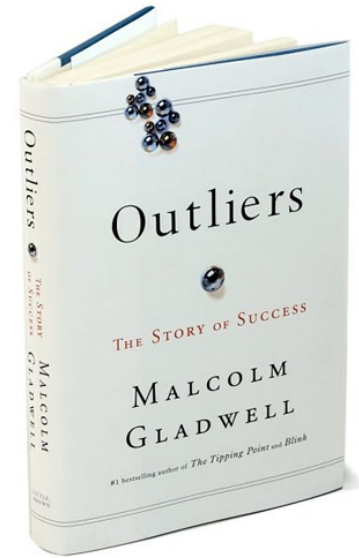


Turning data into decisions...

10,000 hours to become an expert

*"Practice isn't the thing you do once you're good.
It's the the thing you do that makes you good."*

Malcolm Gladwell, *Outliers*



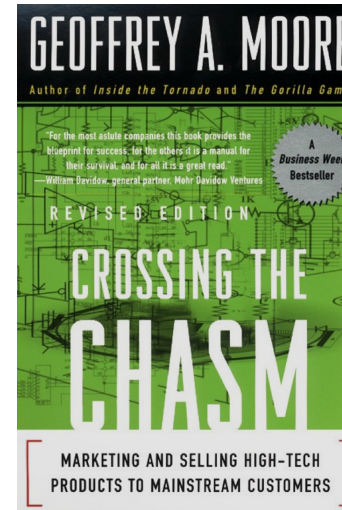
Challenges of scaling - Empowerment



Create the right balance of high and low trust to scale

“The proper mix of high-trust and low-trust networks can accelerate innovation, particularly in large mature enterprises.”

Geoffrey Moore



Scaling up presents a core challenge

You can't continue to grow the way you started to grow

- Consulting teams start with a high-trust, high-competence core team
- They initially grow by hiring more people they trust to handle difficult stuff
- But then the firm becomes more dependent on people
- They know less well – don't have the same easy hand-offs
- Competence levels become much more varied even within a role
- Visibility is difficult, the business becomes less responsive
- Manual, ad hoc processes start to fail at scale



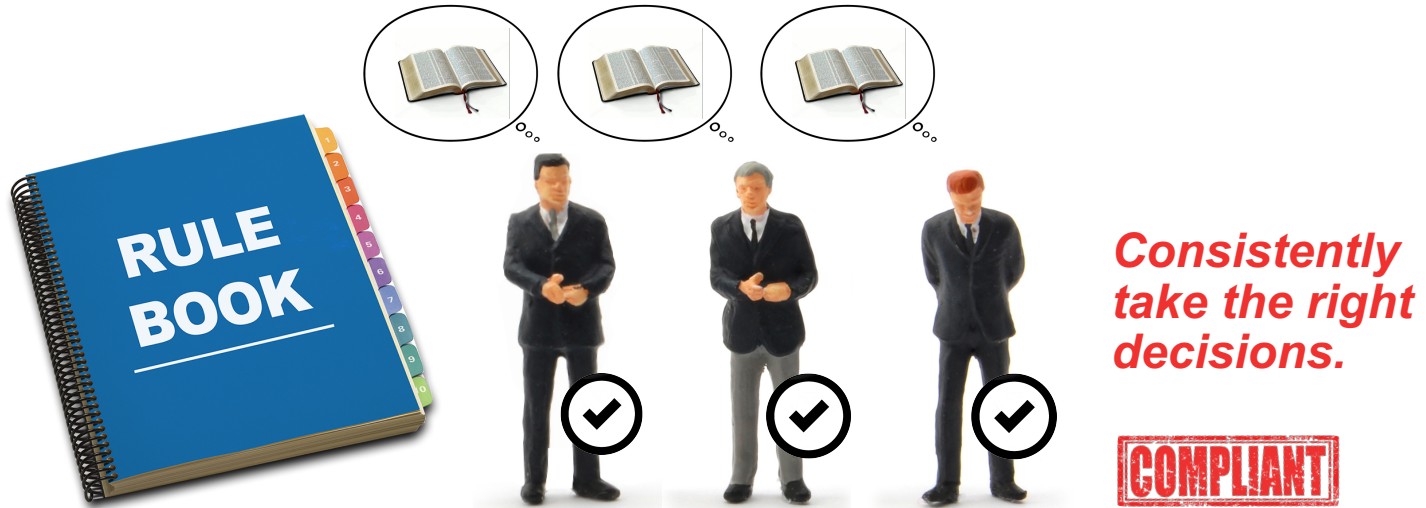
Scaling up presents a core challenge

This requires a new approach

- Be clear about the business outcomes
- Define leadership strategies and best practices that will deliver the outcomes
- Implement practices that will achieve improvement against your priority business goals



Challenges of scaling - Discipline



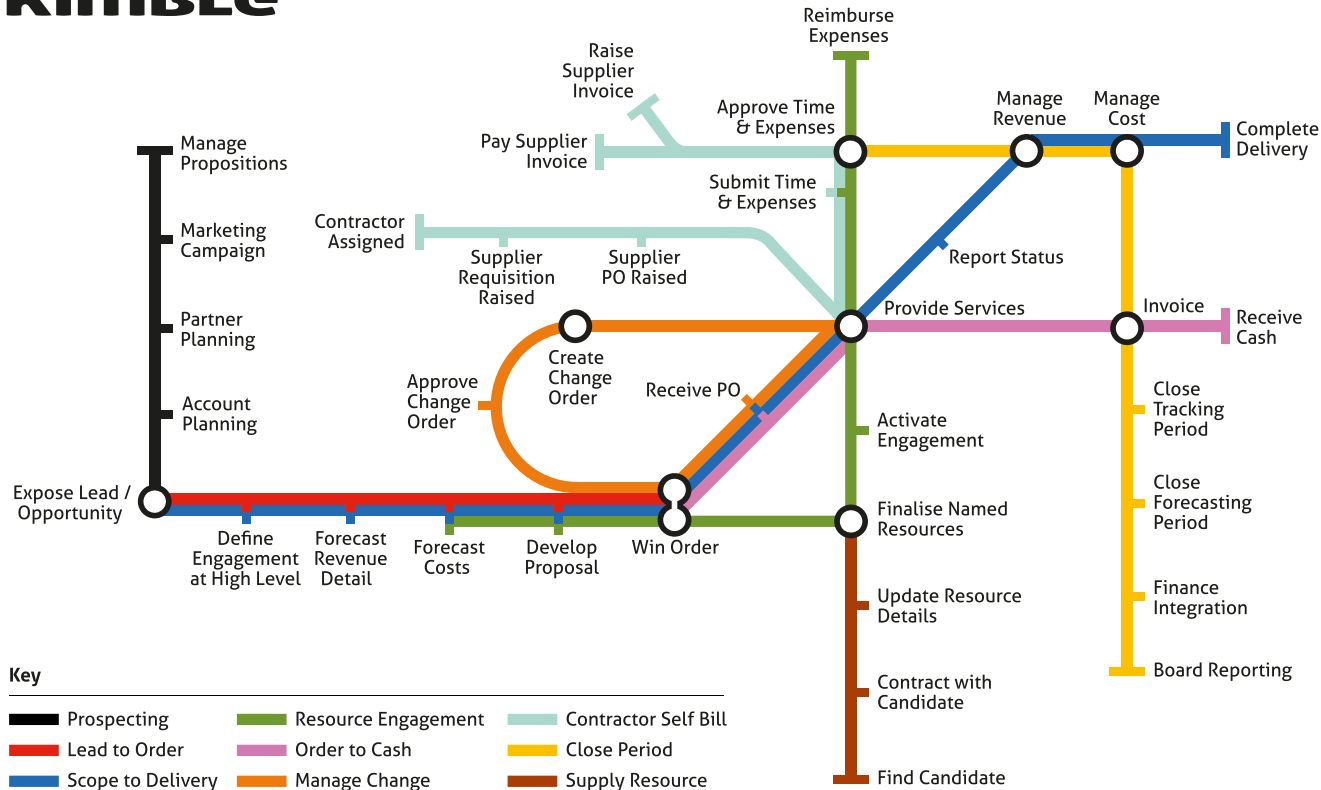
“An application is only as good as the behavior it drives”



**Aligning for Growth
and Outcomes**

Driving outcomes through best practice

Create a process enterprise to reap benefits



The importance of standardization

Scaling your organization does not have to be linear

Risk Management

Project Estimating

Delivery Methodologies

Packaged Services



Managing risk

Summary

ERP Implementation

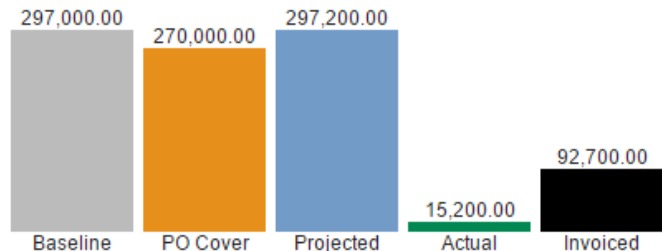
● Financial
 ● Solution
 ● Plan
 ● Resource

Project Status Summary

Fixed Price delivery underway;

- Plan to be revised
- Outstanding resource to be allocated
- First milestone ready for completion and invoicing
- Open Change Control

Revenue Summary (USD)



Margin Summary

61%
Baseline

58%
Projected

Financials

Engagement Name	Baseline (USD)				Projected (USD)				Actual (USD)			
	Usage	Revenue	Cost	Margin (%)	Usage	Revenue	Cost	Margin (%)	Usage	Revenue	Cost	Margin (%)
ERP Implementation	140.00 (Day)	147,000.00	106,084.40	28	310.00 (Day)	160,358.40	122,978.80	23	10.00 (Day)	15,000.00	8,800.00	41
ERP License and Support	25.00 (Day)	150,000.00	10,000.00	93	25.00 (Day)	150,000.00	10,000.00	93	0.00 (Day)	0.00	0.00	0
ERP Phase 2	0.00 (Hours)	0.00	0.00	0	640.00 (Hours)	52,633.60	31,577.60	40	0.00 (Hours)	0.00	0.00	0

Managing risk

ERP Implementation

1 ✓ 1 Q 1 ○ 4 ☰ 2 🔒 1 🔒

Summary - Sep / 1 / 2016

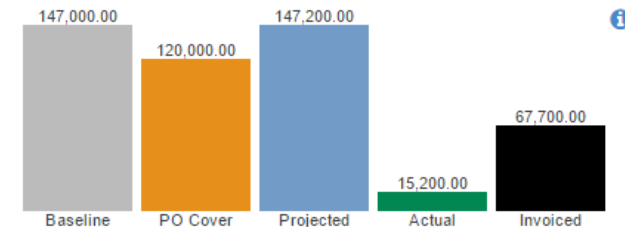
● Financial ● Solution ● Plan ● Resource

Project Status Summary

Fixed Price delivery underway;

- Plan to be revised
- Outstanding resource to be allocated
- First milestone ready for completion and invoicing
- Open Change Control

Revenue Summary (USD)



Margin Summary

28%
Baseline

22%
Projected

Financials

Delivery Element	Usage	Baseline (USD)			Projected (USD)			Actual (USD)					
		Revenue	Cost	Margin (%)	Revenue	Cost	Margin (%)	Revenue	Cost	Margin (%)			
Star Energy ERP Imp Contingency	20.00 (Day)	0.00	7,894.80	0	20.00 (Day)	0.00	7,894.80	0	0.00 (Day)	0.00	0.00	0	
Star Energy ERP Impl Fixed	Services	120.00 (Day)	135,000.00	86,189.60	36	130.00 (Day)	135,000.00	94,989.60	30	10.00 (Day)	15,000.00	8,800.00	41
	Expenses		12,000.00	12,000.00	0		12,200.00	12,200.00	0		200.00	200.00	0
SECR001	0.00 (Hours)	0.00	0.00	0	160.00 (Hours)	13,158.40	7,894.40	40	0.00 (Hours)	0.00	0.00	0	

Risk Assessment

Risk Level **Critical**

Top 5 Risks



Top 5 Issues

Kimble Coach



Managing risk

Risk Assessment - 8/23/2016:Open Risk Level **Critical**

Source

Risk Category	Risk Impact	Risk Probability	Risk Severity
Technical	Low	Low	NoteOnly
Commercial	High	High	Critical
Management	Medium	Medium	Medium
Not Specified	-	-	-

Risk Assessment Area

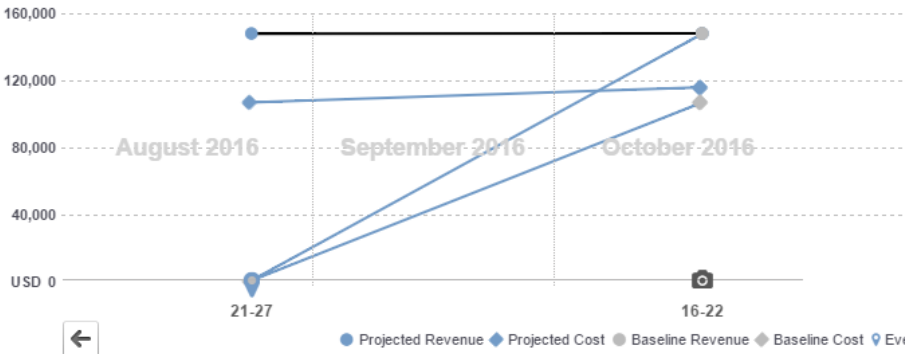
Level	Risk Area	Risk Severity
<i>Risk Level</i>		
	All Risk Categories	Critical

Freeze Risk Assessment

Diagnosing problems early

Revenue / Cost Margin Usage

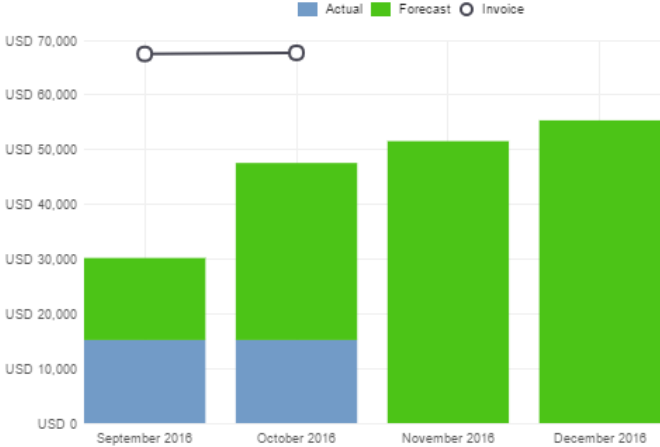
Star Energy > ERP Implementation > Timeline



21 Aug - 27 Aug

- Proposal Accepted
- Element Baselined
- Element Baselined
- Element Won
- Element Won
- Activity Activation
- Proposal Accepted

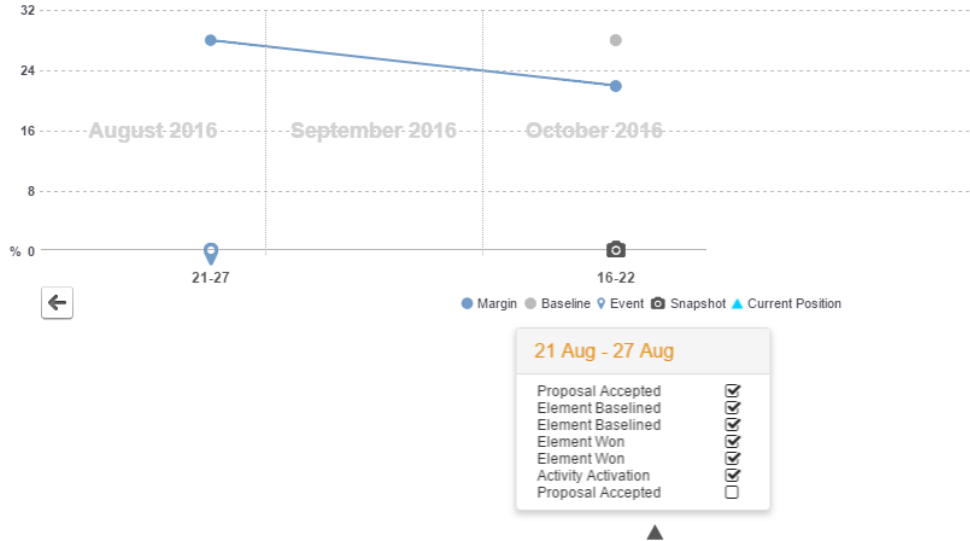
Star Energy > ERP Implementation > Analysis



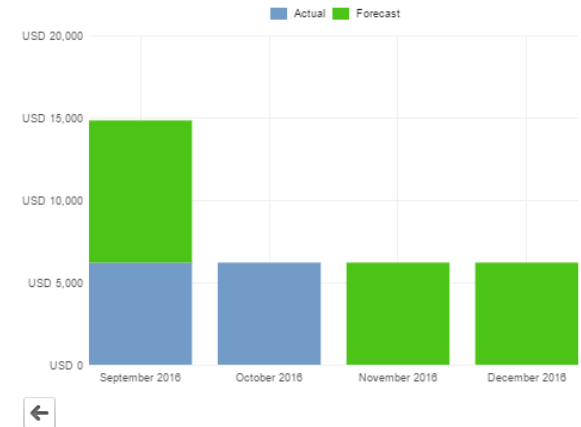
Guided problem diagnosis

Revenue / Invoice Margin Cost

Star Energy > ERP Implementation > Timeline



Star Energy > ERP Implementation > Analysis



Packaged Services

Cloud Services **Contract Revenue** USD 70,000.00 **Contract Cost** USD 60,255.92 **Margin Pct** 13.92%

Business Unit North America

Proposition Fixed Price Build & Run



Manage Opportunity | Manage Proposal | **Define Proposal** | Proposal Scope | Enter/Review Risks | Assumptions | Proposal Dashboard | Manage Bid Team

Star Energy > Cloud Services > Proposal Scope Help for this Page

Cloud Services **Forecast Status** Probable (99%) **Contract Revenue** USD 70,000.00 **Contract Cost** USD 59,541.28 **Margin Pct** 14.94%

Cloud Services

09/16/2016 - 12/06/2016 *USD 70,000.00*

Star Energy Cloud Services Fixed Price

Product	Fixed Price Milestone Project (Effort%Complete)
Services Contract Revenue	USD 60,000.00
Services Contract Cost	USD 41,284.40
Expenses Contract Revenue	USD 10,000.00
Expenses Contract Cost	USD 10,000.00

Risk Cost

Product Risk Cost

Services Contract Cost USD 8,256.88

Fixed Periodic Service (Resourced - effort%)

Product Sale (no cost)

Kimble Coach

Estimating and modelling

- Manage Opportunity
- Manage Proposal
- Define Proposal
- Proposal Scope**
- Enter/Review Risks
- Assumptions
- Proposal Dashboard
- Manage Bid Team

Star Energy > Cloud Services > Proposal Scope

Cloud Services

09/16/2016 - 12/06/2016 USD 70,000.00

Star Energy Cloud Services Fixed Price

Product Fixed Price Milestone Project (Effort%Complete)

Services Contract Revenue	USD 60,000.00
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Risk Cost

Product Risk Cost

Services Contract Cost USD 8,256.88

Fixed Periodic Service (Resourced - effort%)

Product Sale (no cost)

Forecast Status: Probable (99%)

Contract Revenue: USD 70,000.00

Contract Cost: USD 59,541.28

Margin Pct: 14.94%

Short Name: Star Energy Cloud Services

Services Contract Revenue (USD)	60,000.00	Services Contract Cost (USD)	41,999.04
Expenses Contract Revenue (USD)	10,000.00	Expenses Contract Cost (USD)	10,000.00

Assignments | Expenses

ProductExtension: Agile Team | Usage Forecast Mode: Target Margin | Expected Usage: 34.16

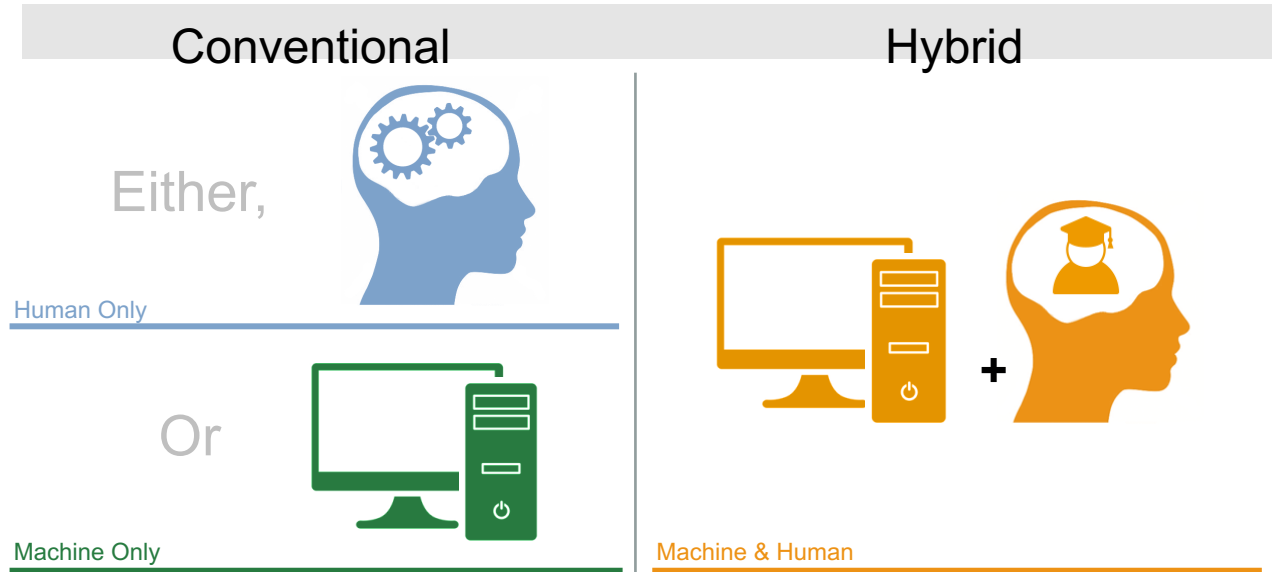
Resource	Role	%	Usage	Start Date	End Date	Utilisation	Cost (USD)	Total Cost
+ Add Assignment								
			250	10/10/2016	12/07/2016			41,999.04
Andrew Smith	Project Manager	50	17.08	10/10/2016	11/29/2016	50.000000	880.00	15,030.40
#Generic - Business Analyst	Business Analyst	100	34.16	10/10/2016	11/25/2016	100.000000	394.74	13,484.32
#Generic - Technical Architect	Technical Consultant	100	34.16	10/20/2016	12/07/2016	100.000000	394.74	13,484.32



**Aligning for Growth
and Outcomes**

The use of augmented intelligence and guided analytics in driving Professional Services outcomes

What is augmented intelligence?



Expert systems for decision support

The redefinition of jobs and business processes

“Particularly in the highest-paid occupations, machines can augment human capabilities to a high degree, and amplify the value of expertise by increasing an individual’s work capacity and freeing the employee to focus on work of higher value”

- 5% of occupations can be fully automated
- 60% can be automated by 30% or more
- Automation is likely to change the vast majority of occupations—at least to some degree—which will necessitate significant job redefinition and a transformation of business processes.

McKinsey & Company O*Net study into percentage of activities that can be automated by adapting current technology

The technology is here now, are you leveraging it?

“We estimate that activities consuming more than 20 percent of a CEO’s working time could be automated using current technologies. These include analyzing reports and data to inform operational decisions, preparing staff assignments, and reviewing status reports.”

McKinsey & Company O*Net study into percentage of activities than can be automated by adapting current technology

The hourly-wage rate alone is not a strong predictor of automatability, despite some correlation between the two.

Comparison of wages and automation potential for US jobs

Ability to automate, % of time spent on activities¹ that can be automated by adapting currently demonstrated technology



¹Our analysis used “detailed work activities,” as defined by O*NET, a program sponsored by the US Department of Labor, Employment and Training Administration.

²Using a linear model, we find the correlation between wages and automatability in the US economy to be significant (p-value <0.01), but with a high degree of variability ($r^2 = 0.19$).

Source: O*NET 2014 database; McKinsey analysis

McKinsey&Company

Expert insights drive the right behavior



Star Energy > ERP Implementation (SO000017/1) > Dashboard

Help for this Page

Show Feed

ERP Implementation (SO000017/1)

1 2 3 1

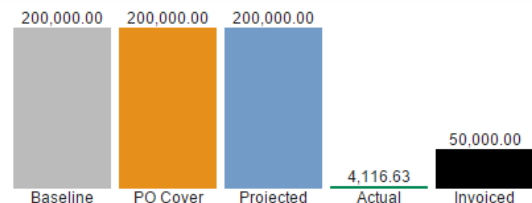
Summary - Apr / 2 / 2016

Percent Complete 1%

- Financial
- Solution
- Plan
- Resource

Kick off completed. \$50k deposit paid as per agreement for advance billing. Initial effort planned in detail for workshops and stakeholder updates scheduled. Weekly frequency with sponsor informed via custom project dashboard made available through Portal. Technical Consultant not yet confirmed - chasing with Resource manager for candidates. Job posting published on Chatter to internal ERP community.

Revenue Summary (USD)



Margin Summary

38%
Baseline

26%
Projected

Financials

Delivery Element	Usage	Baseline (USD)			Projected (USD)			Actual (USD)					
		Usage	Revenue	Cost	Margin (%)	Usage	Revenue	Cost	Margin (%)	Usage	Revenue	Cost	Margin (%)
1.0 ERP Implementation	Services	178.00 (Day)	200,000.00	123,200.00	38	211.00 (Day)	200,000.00	148,800.00	26	2.50 (Day)	2,369.67	2,600.00	-10
CR004 - Extension	Services	0.00 (Day)	0.00	0.00	0	120.00 (Day)	128,000.00	57,600.00	55	0.00 (Day)	0.00	0.00	0

Risk Assessment

Risk Level **Critical**

Top 5 Risks



Reference	Summary	Raised By	Raised Date	Risk Severity	Risk Status
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Top 5 Issues



Reference	Summary	Raised By	Raised Date	Issue Impact	Status
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Expert insights drive the right behavior



Star Energy > ERP Implementation (SO000017/1) > Dashboard

Help for this Page ?

Show Feed

ERP Implementation (SO000017/1)

1 ✓ 2 🔍 3 ☰ 1 ⓘ

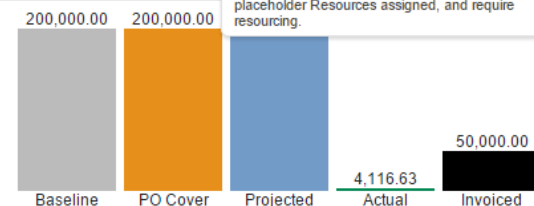
Summary - Apr / 2 / 2016

Percent Complete 1% ●

- Financial
- Solution
- Plan
- Resource

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Revenue Summary (USD)



Unresourced Assignments
One or more Assignments currently have generic placeholder Resources assigned, and require resourcing.

Margin Summary

38%
Baseline

26%
Projected

Financials

Delivery Element	Usage	Baseline (USD)			Projected (USD)			Actual (USD)					
		Usage	Revenue	Cost	Margin (%)	Usage	Revenue	Cost	Margin (%)	Usage	Revenue	Cost	Margin (%)
1.0 ERP Implementation	Services	178.00 (Day)	200,000.00	123,200.00	38	211.00 (Day)	200,000.00	148,800.00	26	2.50 (Day)	2,369.67	2,600.00	-10
CR004 - Extension	Services	0.00 (Day)	0.00	0.00	0	120.00 (Day)	128,000.00	57,600.00	55	0.00 (Day)	0.00	0.00	0

Risk Assessment

Risk Level Critical

Top 5 Risks

Reference	Summary	Raised By	Raised Date	Risk Severity	Risk Status
-----------	---------	-----------	-------------	---------------	-------------

Top 5 Issues

Reference	Summary	Raised By	Raised Date	Issue Impact	Status
-----------	---------	-----------	-------------	--------------	--------

Expert insights drive the right behavior



Star Energy > ERP Implementation (SO000017/1) > Assignments

Help for this Page ?

Activity Assignments

Show Historic Assignments

Gantt


Monthly

Feed




							April 2016																		
							Mon 4	Tue 5	Wed 6	Thu 7	Fri 8	Mon 11	Tue 12	Wed 13	Thu 14	Fri 15	Mon 18	Tue 19	Wed 20	Thu 21	Fri 22	M 23			
	Business Analyst	↑	USD 0.00 / Day	03/05/2016	21/09/2016	48.00	0																		
	#Generic-Consultant		USD 0.00 / Day	12/04/2016	16/06/2016	45.00	0																		
	Technical Consultant		USD 0.00 / Day	12/04/2016	16/06/2016	45.00	0																		
	Andrew Smith		USD 0.00 / Day	11/04/2016	28/09/2016	30.00	2																		
	Support		USD 0.00 / Day	11/04/2016	28/09/2016	30.00	2																		
	Brad Lucas		USD 0.00 / Day	03/05/2016	31/05/2016	20.00	0																		
	Technical Consultant		USD 0.00 / Day	03/05/2016	31/05/2016	20.00	0																		
	Michael Powell		USD 0.00 / Day	03/05/2016	10/08/2016	35.00	0																		
	Project Manager		USD 0.00 / Day	03/05/2016	10/08/2016	35.00	0																		
	Activity: CR004 - Extension					-	0																		
	#Generic - Business Analyst		USD 100.00 / Hour	12/04/2016	03/08/2016	0.00	0																		
	Business Analyst		USD 100.00 / Hour	12/04/2016	03/08/2016	0.00	0																		
	#Generic - Project Manager																								


Other examples




1
Elements With No PO




2
Elements at Usage/Revenue Cap




1
Unbalanced Assignments




1
Assignment Capacity Getting Low




47
Assignments Ending Soon



1
Events Due




2
Start date before Proposal Acceptance date



1
Unactivated Elements




The Proposed Engagement has been Lost.



2
Unresourced Assignments




1
Activities with Invalid Rate Bands



2
Elements Working At Risk



1
Elements part of Open Proposal



Proposal Accepted



**Aligning for Growth
and Outcomes**

Driving PS outcomes in practice

Driving business outcomes

Outcomes: Improved predictability of working capital while maintaining growth rate

Approach:

- Greater predictability of forecast
- Higher margin/ greater project profitability
 - Leveraging less experienced technical people to manage projects without cover
 - Adopting methods and PS Principles
- Focusing on the right projects to win which can result in better revenue
 - Integrated forecast – linking supply with demand
- Faster billing, better control of month end close and quicker cash collection

Achieved: 300% growth in 12 months, 18 months of consecutive growth, improved working capital

Predictive timecards drive accuracy & accountability



Home Dashboards Accounts Resource Profiles Engagements Invoices **Time & Expense Entry** +

K Sarah Edwards - Apr / 5 / 2016 {4/25/2016 - 4/30/2016} Help for this Page ?

← [Calendar Icon] → [Print Icon] Convert to Actual Time Submit Time Entries Calendar Grid view

Mon 25	Tue 26	Wed 27	Thu 28	Fri 29	Sat 30
<p>Vacation 8 Hours</p> <p>Actual? <input type="checkbox"/></p>	<p>Vacation 8 Hours</p> <p>Actual? <input type="checkbox"/></p>	<p>salesforce.com-DemoJam (Pre-Sales Consultant) 3 Hours</p> <p>Actual? <input type="checkbox"/></p> <p>Canon-Time & Expense (daily) (Industry Expert) 8 Hours</p> <p>Actual? <input type="checkbox"/></p>	<p>salesforce.com-DemoJam (Pre-Sales Consultant) 3 Hours</p> <p>Actual? <input type="checkbox"/></p> <p>Canon-Time & Expense (daily) (Industry Expert) 8 Hours</p> <p>Actual? <input type="checkbox"/></p>	<p>Canon-Time & Expense (daily) (Industry Expert) 8 Hours</p> <p>Actual? <input type="checkbox"/></p>	
Total Time : 0.00 Hours Total Expense : USD 0.00	Total Time : 0.00 Hours Total Expense : USD 0.00	Total Time : 0.00 Hours Total Expense : USD 0.00	Total Time : 0.00 Hours Total Expense : USD 0.00	Total Time : 0.00 Hours Total Expense : USD 0.00	Total Time : 0.00 Hours Total Expense : USD 0.00

Total Time : 0.00

K2

555 Experience

70 Experience required for Level 12 (Everest).

SuMo Promotions

Timesheet Approval
10 Experience, instant award

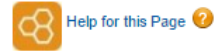
Review and Approve those timesheets within 48 hours of submission to gain reward

Use gamification drives behavior

The screenshot displays a web application interface for time and expense entry. The user is Sarah Edwards, and the view is for the week of April 5, 2016, to April 30, 2016. The interface includes a navigation bar with options like Home, Dashboards, Accounts, Resource Profiles, Engagements, Invoices, and Time & Expense Entry. The main area shows a calendar grid with time entries for each day. The entries include 'Vacation' (8 hours) on Monday and Tuesday, and 'salesforce.com-DemoJam (Pre-Sales Consultant)' (3 hours) and 'Canon-Time & Expense (daily) (Industry Expert)' (8 hours) on Wednesday and Thursday. Each entry has an 'Actual?' checkbox. At the bottom of each day's column, there are fields for 'Total Time' and 'Total Expense'. A gamified widget on the right, titled 'SuMo', shows a 3x3 grid of icons with numbers: 18, 6, 5, 3, 2, 2, 1, 1, 1. The widget also has a 'Calendar' button and a 'Grid view' button.

Mon 25	Tue 26	Wed 27	Thu 28	Fri 29	Sat 30
Vacation 8 Hours Actual? <input type="checkbox"/>	Vacation 8 Hours Actual? <input type="checkbox"/>	salesforce.com-DemoJam (Pre-Sales Consultant) 3 Hours Actual? <input type="checkbox"/>	salesforce.com-DemoJam (Pre-Sales Consultant) 3 Hours Actual? <input type="checkbox"/>	Canon-Time & Expense (daily) (Industry Expert) 8 Hours Actual? <input type="checkbox"/>	
Total Time : 0.00 Hours Total Expense : USD 0.00	Total Time : 0.00 Hours Total Expense : USD 0.00	Total Time : 0.00 Hours Total Expense : USD 0.00	Total Time : 0.00 Hours Total Expense : USD 0.00	Total Time : 0.00 Hours Total Expense : USD 0.00	Total Time : 0.00 Hours Total Expense : USD 0.00
					Total Time : 0.00

Integrated forecast – link supply to demand



Resource Filter [Go](#)

Resource Profile
All Resources

Primary Role

Resource Type

Grade

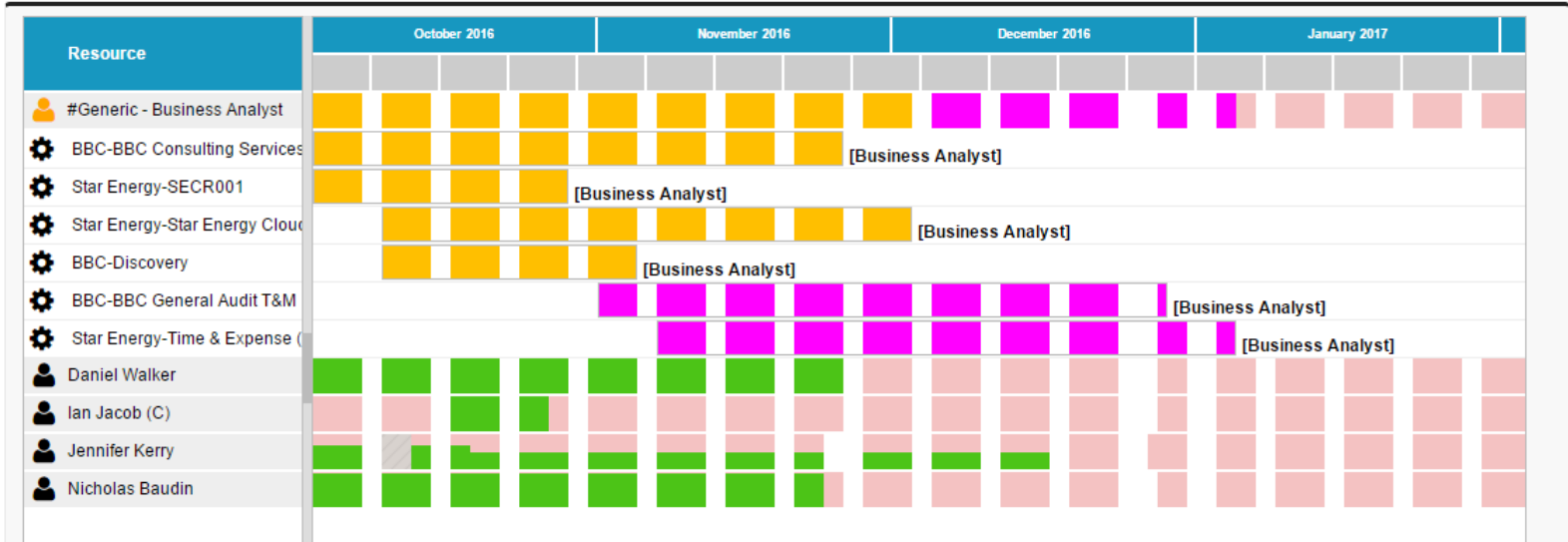
Business Unit

Business Unit (Secondary)

Assigned Until

Less than Equal to Greater than

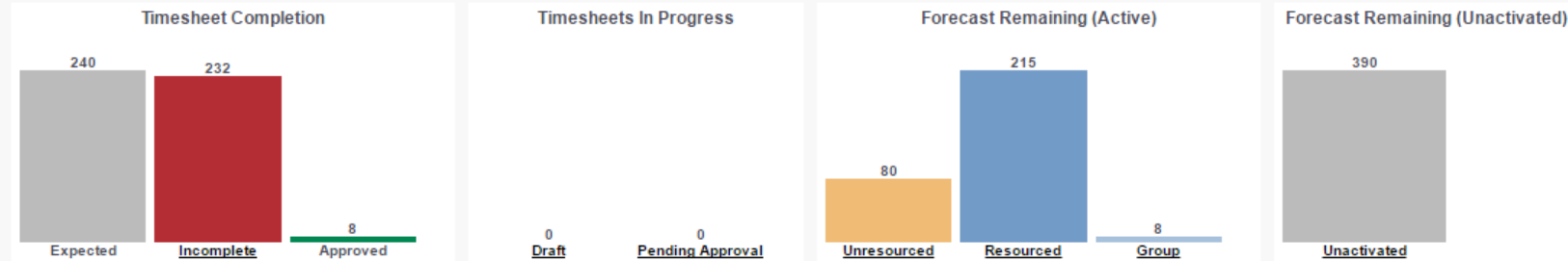
Location



Period close discipline

Oct / 2 / 2016 {10/3/2016 - 10/9/2016} ← ☰ →

Period Summary (hrs)



Incomplete Timesheets

[Send Timesheet Reminder Email](#)

Resource	Business Unit	Resource Type	Expected (hrs)	Draft (hrs)	Pending Approval (hrs)	Actual (hrs)	To be Actualised								
Ian Jacob (C)	UK	Contractor	40.00	0.00	0.00	8.00	None								
Paul Jones	UK	Employee	40.00	0.00	0.00	0.00	<table border="1"> <tr> <th>Scoped With</th> <th>Remaining (hrs)</th> </tr> <tr> <td>BBC-BBC Salesforce Imp T&M</td> <td>20.00</td> </tr> </table>	Scoped With	Remaining (hrs)	BBC-BBC Salesforce Imp T&M	20.00				
Scoped With	Remaining (hrs)														
BBC-BBC Salesforce Imp T&M	20.00														
Jennifer Kerry	North America	Employee	40.00	0.00	0.00	0.00	<table border="1"> <tr> <th>Scoped With</th> <th>Remaining (hrs)</th> </tr> <tr> <td>Aud</td> <td></td> </tr> <tr> <td>Star</td> <td></td> </tr> <tr> <td>ERF</td> <td></td> </tr> </table>	Scoped With	Remaining (hrs)	Aud		Star		ERF	
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Kimble Coach ^

Achieve greater predictability

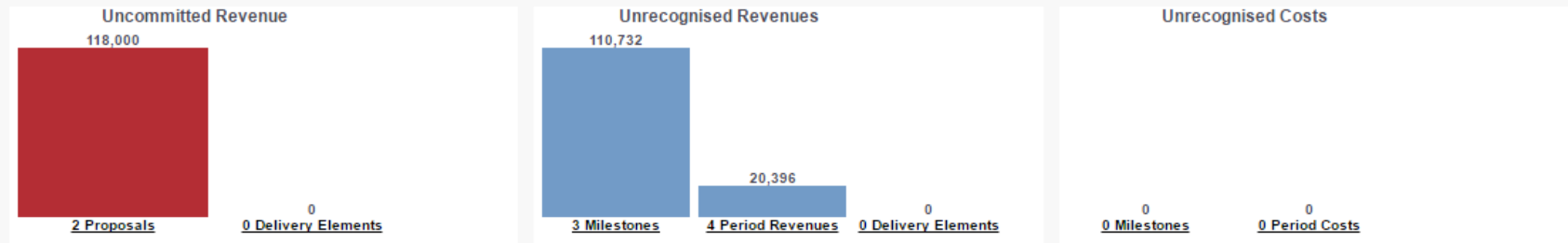


K Period Management > Close Forecasting

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October 2016 {10/1/2016 - 10/31/2016}

Period Summary (GBP)



Proposals

Account	Proposal Name	Acceptance Date	Forecast Status	Contract Revenue	Owner
BBC	Consulting Services	10/3/2016	Probable (60%)	GBP 50,000.00	Dreamforce16 Demo
BBC	General Audit	10/31/2016	Possible (50%)	GBP 68,000.00	Dreamforce16 Demo

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**Aligning for Growth
and Outcomes**

Summary

Kimble – the next generation PSA



What can Kimble do for you to help you achieve your business outcomes?

- Provide a framework for you to define and operationalize the ways of working that will deliver your business outcomes
- Helps you to operationalize best practice – **your** best practice
- Uses augmented intelligence and diagnostics to guide and encourage your people to collaborate more effectively and efficiently
- Makes the right information visible to the right people at the right time – actionable insight that guides faster decisions and improves business performance

Kainos CFO Richard McCann “We have grown from 300 staff to over 1,000 in the last four years, and Kimble has been an important part of controlling the business during this period of growth.”

QUESTIONS?



Contact Information

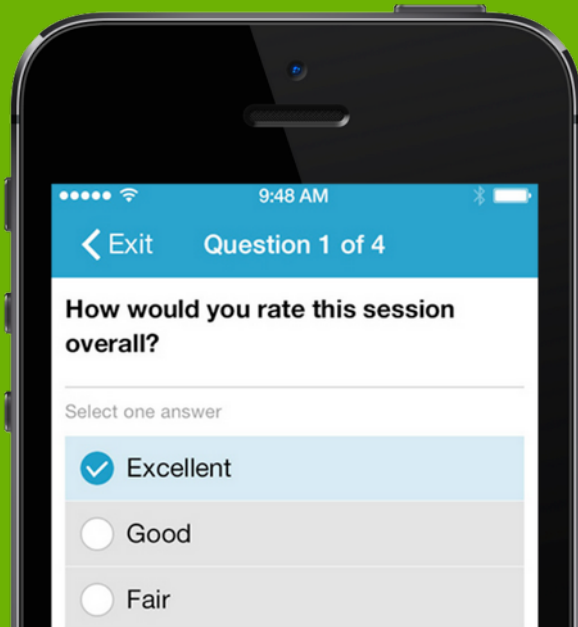
Mark Robinson (mark.robinson@kimbleapps.com)

Marc Lacroix (marc.lacroix@rtmconsulting.net)

Shane Anastasi (sanastasi@cirruscpq.com)

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Provide instant speaker and session feedback. Select the session from the agenda to access the quick survey.



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THANK YOU.



**Aligning for Growth
and Outcomes**