

DEMAND MANAGEMENT



Value Optimization Framework

Improving the efficiency of your initial work intake, having it align more effectively with strategy, and increase your organization's throughput is a recipe for winning.

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A wide variety of industry studies have shown that many projects fail because of issues that emerged at their inception. Managing the process of accepting and approving new work requests while selecting the right projects can be a daunting challenge for any organization. If your goal is to improve the efficiency of your initial work intake, have it align more effectively with strategy, or increase your organization's throughput, then please consider the following.

The Nature of the Challenge

There are a wide variety of issues when dealing with Intake and Demand Management, but most scenarios involve at least some of the following common elements:

Getting a Well Formed Request

Your customer's desire to get you to start working on their request often exceeds their willingness to give you the required information for such work to begin properly. An effective work intake solution must incorporate ways to guarantee the required data is being collected before a request can move forward.

Managing to your Constraints

Different organizations will manage to different constraints. For some its labor hours, while for others its hitting SLA benchmarks or managing to a budget.

Whatever your environment, you must be able to manage intake against the constraints that matter to you. Intake systems which just automate the process of collecting requests, but don't let you manage how much of a constrained resource you have consumed, will not meaningfully improve your ability to control and govern demand.

Managing to a Governance Workflow

Getting requests approved by the right people in the process can be a significant roadblock to taking in new work. You should strongly consider solutions that allow you to programmatically map your desired approval and governance workflow to the intake process.

Aligning Work Intake with Strategic Priorities

There are generally three methods used for determining what will be worked on: FIFO, ad hoc approvals, and alignment with strategic

priorities. If one of your organizational objectives is to position your service organization as a value center, it will be very important to demonstrate that the work you select, is driving key company strategies forward in some direct way.

Considerations for the Solutions Architect

PEOPLE CHALLENGES

For service organizations who do not have a charge back model, you are going to be bucking against people's natural instinct to over-consume the service. Such service organizations must find ways to demonstrate effective intake, processing and output of requests in order for your customer to feel like they have received efficient service.

PROCESS CHALLENGES

The biggest process challenge in implementing organized work intake is almost always process avoidance by the buyer/consumer. Everybody has their preferred method of making requests. Many times accommodating everybody's idiosyncratic method makes building a world-class process impossible. This puts

solutions architects in a delicate balance between efficiency and perceived customer responsiveness. Consider carefully the absorption trade-off when you determine what methods your audience will accept, what modalities you will allow, and who is required to enter the request into a request management platform.

PLATFORM CHALLENGES

One of the key issues in dealing with intake management is determining if you are developing intake for a Service Queue or a Portfolio Management scenario. The basic difference is whether or not you can turn work down. For service organizations there is usually a strong organizational expectation that you will service virtually all requests. Effective intake in these scenarios is more about organizing and executing them optimally than it is about selecting the right requests. In a Portfolio Management scenario the assumption is that you will deny work based on its failure to align with certain defined strategic priorities. You must be clear on what you are looking for the tool to do, or you could buy or build the perfect answer to the wrong question.

VALUE OPTIMIZATION FRAMEWORK

To win in today’s uber-competitive marketplace requires withstanding enormous pressure from outside and within. Tightening budgets and ever-greater resource demands have made it more critical than ever to demonstrate the value you and your team bring to your organization.

Realizing the value of significant investments in people, processes and technology is what sets winning organizations apart from the sea of mediocrity. And the leaders who can go beyond identifying and addressing roadblocks to impacting change and demonstrating measurable results build their own credibility and support to drive winning strategies.

Our Value Optimization Framework is an integrated solutions development methodology designed to address critical functions and align people, processes and technology to deliver optimal results. While it’s common to find organizations focusing on one or two discrete areas, our Value Optimization Framework connects the dots and help you build integrated solutions that specifically focus on delivering measurable results



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We’re an elite team of professionals fiercely devoted to guiding businesses to high-value wins in the portfolio project management, developer productivity, cloud security and cloud management services. Through careful diagnosis, expert prognosis and brilliant execution, Occam Group delivers optimal results to show you and your organization that winning is not only possible, it’s inevitable.