

# DESAI



**Desai  
Management  
Consulting**

**Technology  
for Tomorrow**



U.S. registered 501(c)(3) non-profit

## ***Enabling Your Rapid Transformation***

**Strategy Planning**

**Process Analysis**

**Project Management**

Achieving your strategic vision through project and process management

# Welcome to the 2Q 2014 DMC Newsletter

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### **Latest News**

#### **Consultant of the Quarter Award**

DMC is proud to announce the 2Q14 Consultant of the Quarter. This is a member of our team who illustrates through hard work the flexibility, values and strengths DMC is famous for. For 2Q, this honor goes to **Melissa Rancourt**.

Melissa joined the DMC team in 2014, and is currently working at the State of Vermont



as a Project Manager for the State's Health Insurance

### **From the Corner Office**

#### **It's all about "Value"**

Everyone performs their job in order to deliver some manner of value to their customer, whoever they may be. While this sounds simple in concept, there are many barriers to smooth execution.

Very often we fall short in maximizing the value we can provide to a customer. Taking the time to see a customer problem in its overall context ensures that all factors and implications are identified, and the greatest possible value can be delivered.



Our *Practitioner* article this quarter talks about the need for such alignment, and the relentless pursuit to maximize customer value. This month's *At the Client* article shows the results of such a focused approach, as it outlines the steps to be taken for quality Vendor Management in a project.

Establishing a relentless pursuit of customer value should be a cornerstone for any professional services organization. It demonstrates an ability to be *flexible* in problem-solving, a desire to *lead* the customer to solutions, and lays the groundwork for lasting customer *partnerships*.

Think about this as you're caring for your 'customers' in the vegetable garden this summer - how they use the water and fertilizer you apply to maximize their value in size and nutrition!

Please [contact us](#) for more information on how we can help you realize more value from your problems and investments. Thank you

Exchange - Vermont Health Connect.

She brings a precision and rigor to the team that has clearly demonstrated the value of the Project Manager role, helping improve the State's speed of execution and quality level of business-critical processes.

DMC would like to thank Melissa for his leadership, work ethic and crisp focus on delivering value to DMC customers.

### NEW DMC Team Members

DMC would like to welcome two new team members aboard - Kathy Purdy, a Business Analyst working at the State of Vermont, and Carl Hasper, who has joined DMC as it's Chief Financial Officer.

### PMP Boot Camp News & July 23-25, 2014 Course

The next instance of DMC's popular PMP Boot Camp is rapidly approaching.

You can join the many past Boot Camp veterans by attending our next session, to be held July 23-25, 2014 in Burlington Vermont. There's still time to register, so don't miss out!

[Click here](#) to find out all the details of the course.

### PMICV

DMC is a proud to have been a co-sponsor for the **PMI CV Symposium**, held on April 11, 2014.

In addition, we sponsored four recent dinner events. Next PMICV meeting will be held on September 18. [Click here](#) for more information.

**Quick Links**  
[Our Website](#)

for your continued support of DMC, and for making us your trusted partner in achieving business success.

### DMC in the Community

DMC continues to support our members' involvement in activities in the community. This quarter, DMC became a Gold sponsor for J.R. Miller's bicycle team, the [Upstate NY/VT chapter of the Leukemia & Lymphoma Society's 'Team in Training' \(TNT\)](#).

In addition, a number of DMC staff participated in the [Vermont Corporate Cup & State Agency Race](#), a 5km run/walk through the streets of Montpelier. This is an event sponsored by the [Vermont Governor's Council on Sports & Fitness](#), whose many programs the race proceeds benefit.

### Technology For Tomorrow (T4T) News

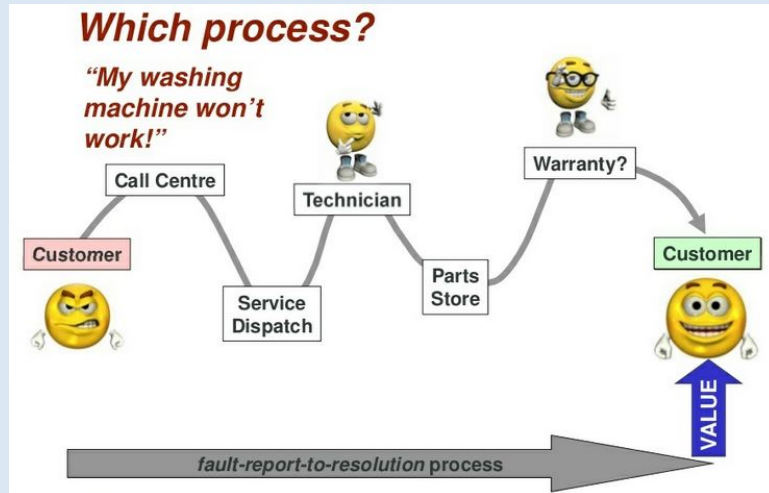
Just a reminder to take a look at what's going on with our 501(c)(3) nonprofit partner, [Technology for Tomorrow](#) (T4T). Exciting things are happening that you can be a part of. Check it out!



### For the Practitioner

#### Maximizing Customer Value

When a product you have purchased has a defect, you can find yourself wandering many paths, experiencing many processes, when in fact your real measure of value received is a repaired or replaced item. This is a classic example of a supplier who is not aligned with how their customer measures value.



It is all too easy to focus on an incorrect problem scope - whether poorly defined by the customer, or out of skill alignment or experience. Here's some steps you can take to prevent this, and improve value delivery to your customer:

**Identify Your Customer** - With modern procurement practices, it is often difficult to identify who the real customer of your work is. They may not have been identified in contract documents, nor pointed out until well into discussions about subject matter experts. The sooner this person(s) is identified, the sooner you can define and validate parameters of the engagement, and tackle the

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hardest chore - managing customer expectations.

**Know Your Scope** - Scope is often thought about as an immutable result of contracts, and yet it often lacks the degree of detail or even proper alignment with problems that is necessary for you to focus engagement energies and methods. Misalignment in breadth means you aren't working on the entire problem, while misalignment in topic could result in your solving the *wrong* problem! It's vital to step back a little bit from stated scope understand the problem's role in overall business success. This creates an unexpected and appreciated extra value to the customer.

**Know How Value is Measured** - Very often we begin an engagement with a set of canned assumptions - an accumulation of past engagements and personal experience. We think we know what our customer wants, and how they will know they received it. And yet... our customer might send us to the store to buy a drill bit of a specific size, only to return and find our customer trying to hammer the drill bit into the wall. We didn't realize they don't own a drill, but more specifically we failed to identify their real need (and your value) was to produce a hole in the wall! A silly illustration but a clear example of why we must be tireless in learning exactly what our customer needs, to ensure we bring our talents to bear to produce the maximum value possible for their investment in us.

If you'd like to learn more about how we take the extra steps to bring you the greatest value possible, please [contact us](#).

## At the Client

### **Are You Managing Your Vendors?**

With the continuing trend for major businesses to focus on their core competencies, it is increasingly common for them to engage vendors, either to relocate work, or to collaborate on work that remains. Adding this aspect to your overall business model brings some very unique and important challenges, most specifically the deployment of rigorous Vendor Management processes and staff.

To avoid the added complexity such an outsourcing model can bring, attention should be paid to these focus areas:



#### **Sourcing and Procurement vs. Vendor Management -**

Companies generally have limited appreciation for the specialized skills of vendor-management professionals. As a result, they often call upon staff members from other functions, who are ultimately less effective in this role.

**Reliance on the Service Provider to "run the show"** - Organizations often assume contracts are robust and service providers will automatically manage successful transitions as well as provide ongoing benefits associated with innovation, productivity and continuous improvements.

**Optimal Vendor Management operating model** - Many companies are shifting from centralized vendor management models to hybrid programs, which remain sub-optimal in many instances due to lack

of common controls, policies and procedures.

**Consistent risk management processes** - Third-party risk management processes are often adopted inconsistently. Additionally, executives frequently do not understand the type and degree of risks involved, which inadvertently exposes the organization to risks that could otherwise be effectively mitigated.

Early attention to these needs prior to vendor procurement and onboarding can have a positive impact on your project's cost, time and risk. Please [contact us](#) if you'd like to learn more about Vendor Management models, and working with your suppliers to achieve optimum results.

**For more information, please contact:**

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