

Demand management



Holistic approach to
demand management



Mirroring councils, moving from a service-based to a purpose-based approach

OUR APPROACHES AND HOW THEY'VE DEVELOPED

Seven ways to save and improve

1 All activity is triggered by demand or community need...

2 ...which hits a contact point or triggers a response

3 ...which uses a process or project to deliver results.

4 This requires the use of organisational & community assets...

5 ...which are structured in organisations and partnerships...

6 ...and have to be procured or sourced from somewhere

Shape and manage demand

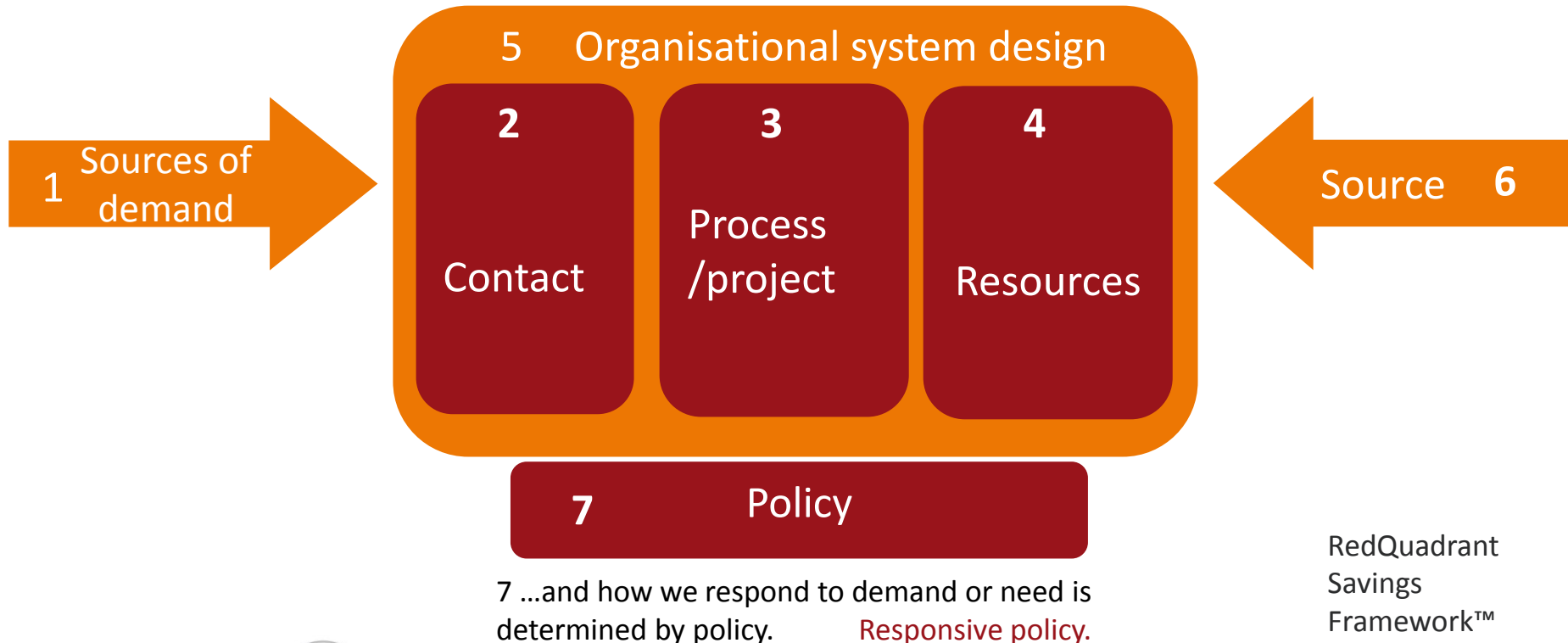
Economies of flow

Cut waste, improve

Resource optimisation

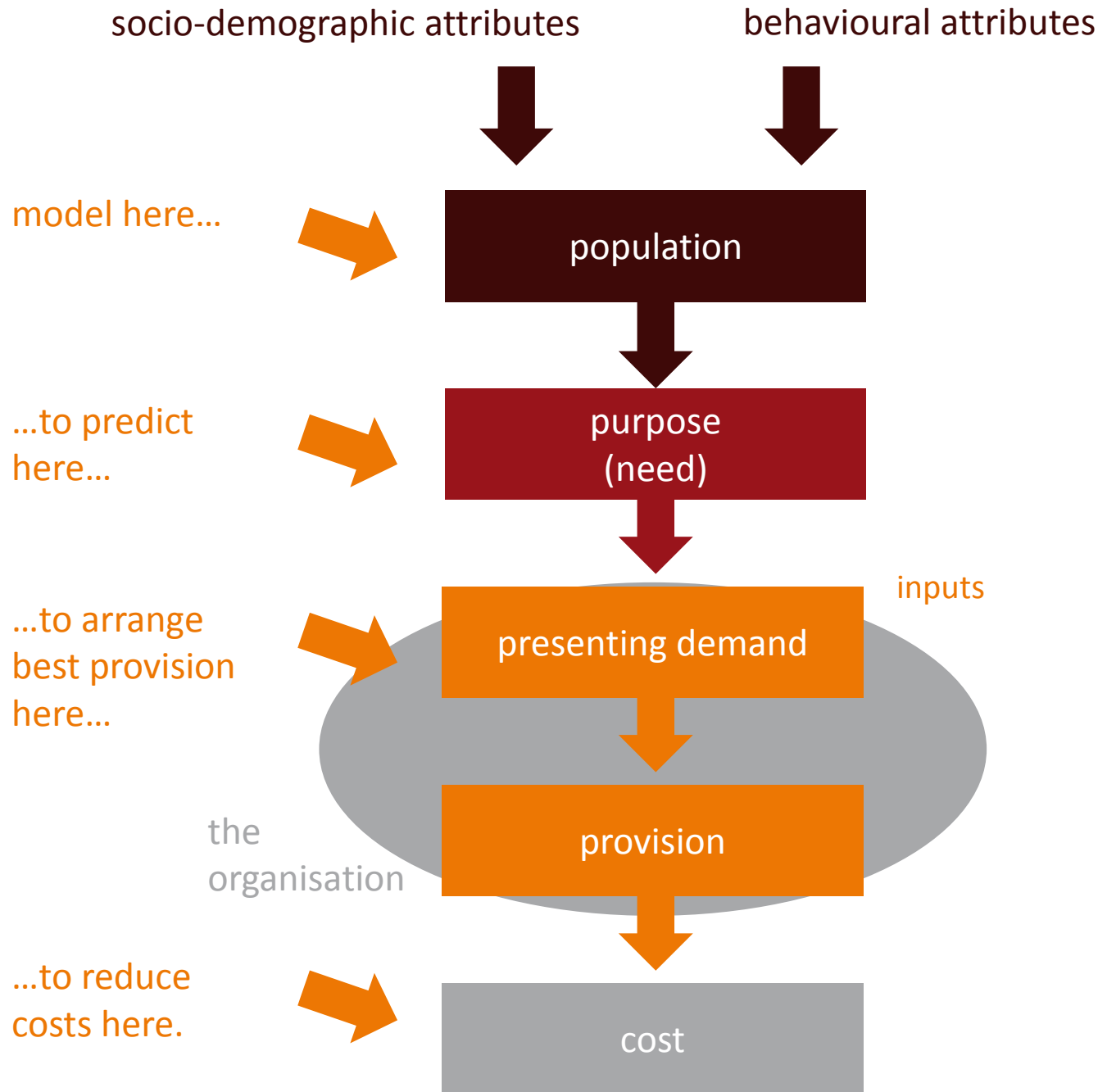
Economies of organisation

Strategic procurement



RedQuadrant Savings Framework™
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The naive view of demand management



Another naïve approach

socio-demographic attributes

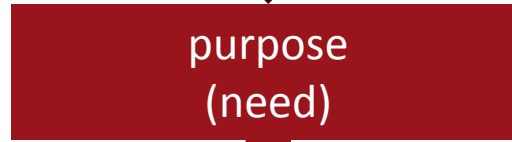
behavioural attributes



Change the world...



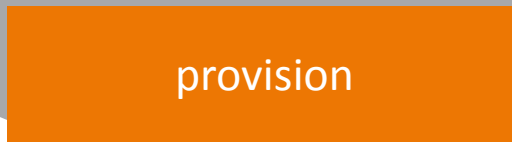
population



purpose
(need)



presenting demand



provision



cost

the organisation

...reap the benefits!





(Growing) costs are a consequence of the system, not the population

NEWSFLASH

socio-demographic attributes

behavioural attributes

inputs

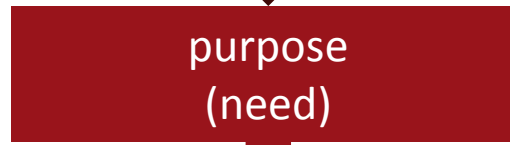
effectiveness
and efficiency

community
interventions



And multiple
additional
loops and
complexities...

demand
interventions



assessment and
management
interventions



not an input,
an outcome

the
organisation



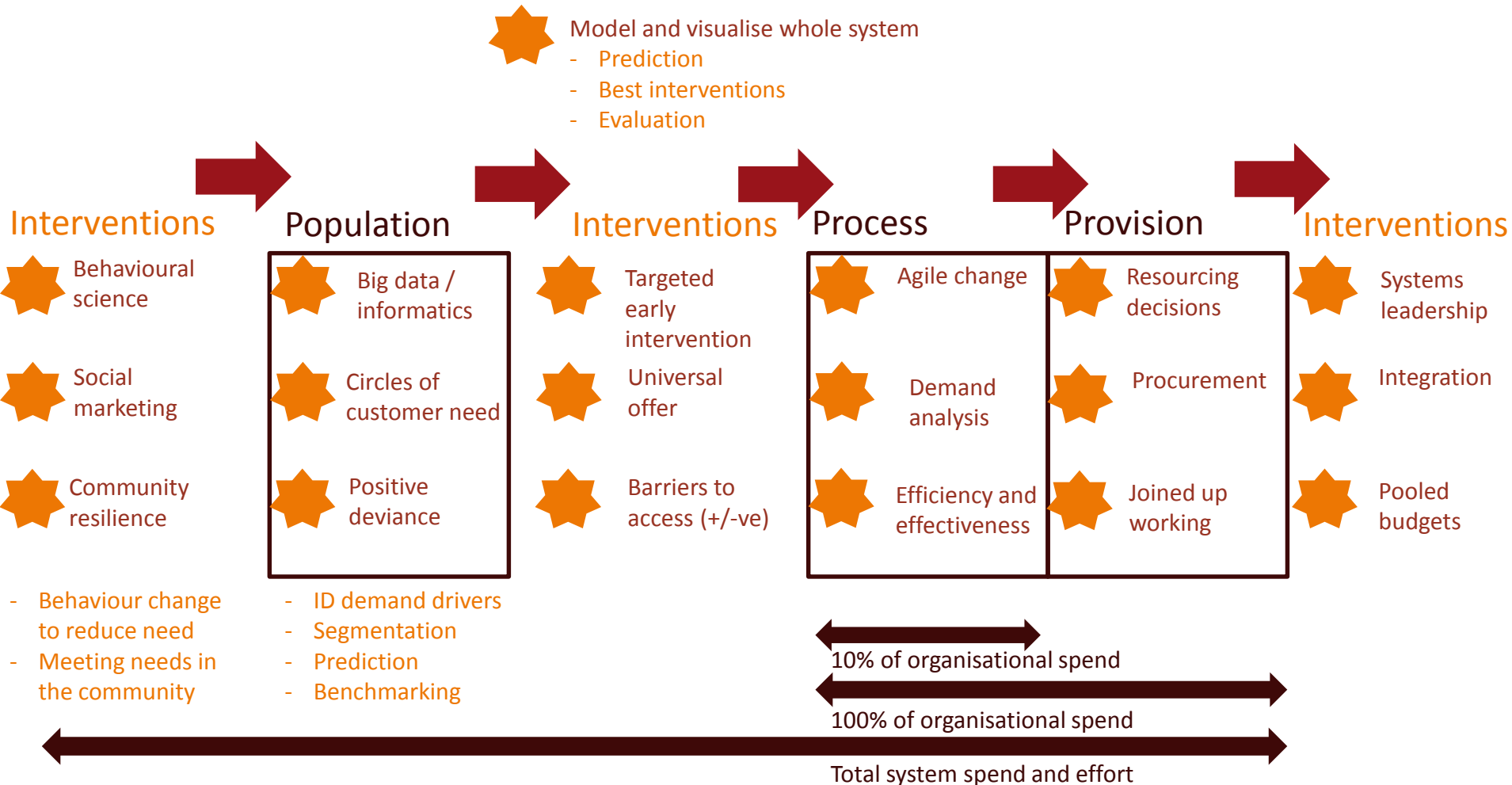
cost

outcomes

measurement
assessment
improvement



The demand management 'whole system'



Critical to choose the right interventions across the system



SEVEN WAYS TO MANAGE DEMAND

Seven ways to manage demand

1. Predictive modelling using big data and informatics to test out many options and interventions across the system
2. Measurement and evaluation, drawn from the same model, to test and learn from the real impact compared to the predicted impact
3. Systems leadership to shape integration, pooled budgets, and a more creative and productive culture
4. Prevent demand from arising: behavioural science, social marketing and community resilience
5. Early intervention: targeted early intervention, developing the universal offer, and look for, and spread, positive deviance
6. Deal with demand more effectively: use agile change to improve access structures and flows
7. Manage purchase and spend: align service user, provider, and purchaser interests to reduce spend and increase impact

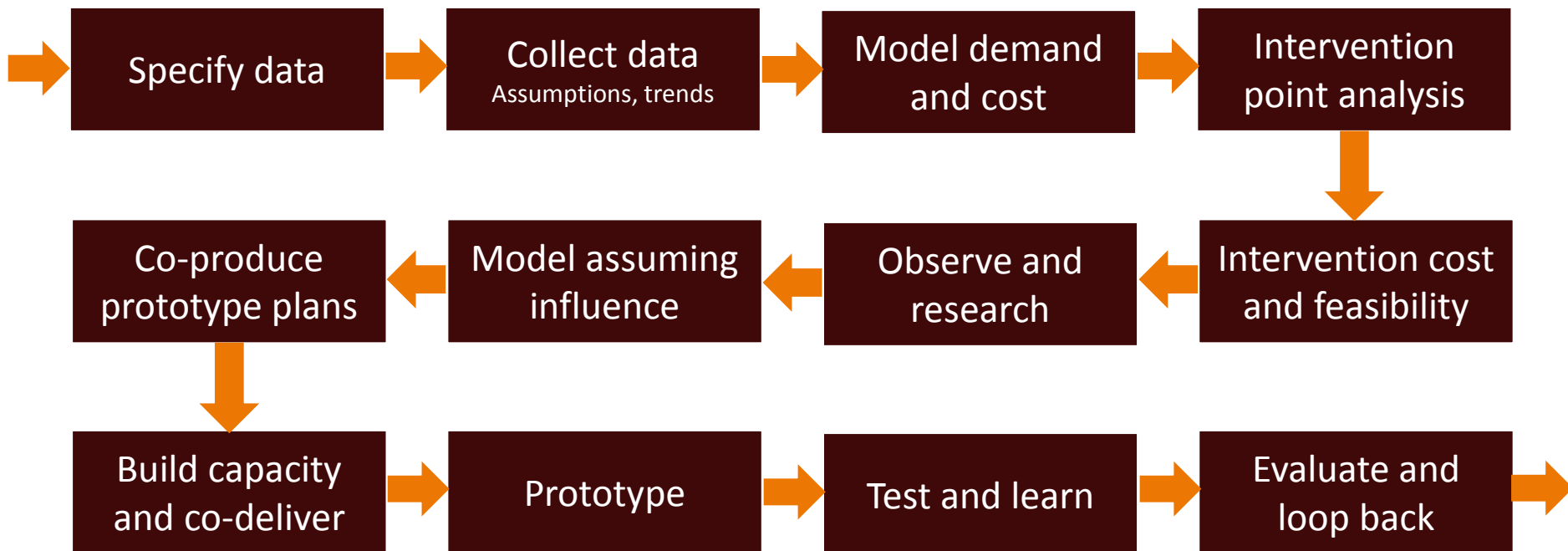
Holistic demand management

- Anchored by predictive modelling
- A toolkit which gives you a lot of options
- Scientific playing of the numbers
- A series of small incremental investments, prototypes and pay-backs
- Ultimately about meeting purpose, not denying service



Applying the approach in practice

- Small scoping –combined with building an active model at some level
- Specific interventions prototyped early on and theory developed
- Larger-scale modelling developed iteratively



Start small, test, scale fast, start small again, keep testing

Thanks for listening!

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