planview

EBOOK

Dynamic Planning:

5 Steps to Rapidly Replan, Reprioritize, and Effectively Execute

Static Plans Lead to a Static Business

Priorities can change overnight, but traditional planning processes often hold companies back from being able to react quickly. Relying solely on annual planning cycles inhibits adaptation and creativity. This rigidity makes it difficult to pivot and pursue new opportunities when they arise. Static planning is also conducive to creating work silos, which further impede organizational agility.

Many companies already struggle with strategic planning, failing to translate strategic objectives into measurable goals, operational roadmaps, and coordinated delivery across the organization. When strategies change, it becomes even harder to reallocate funding, rapidly reprioritize, and realign teams.

Conventional strategic planning tools, usually spreadsheets, provide executives and managers with limited visibility into understanding how plans are progressing. Instead of measuring leading indicators of success, management keeps track of work execution metrics such as schedule and budget. When disruption strikes, lack of actionable information can hinder effective decision-making.

Disruptions are the new reality. Can your planning process keep up?

If you have started to plan more often, do you have the ability to adapt with speed? How can you pivot faster to keep delivery focused on an evolving strategy? **Read on to find out how.**

Challenges of Planning Across Your Business

EXECUTIVE

CIO, CTO, CPO, GM

Change and disruption is happening so quickly. Can we shift the organization fast enough?

We are having to make and account for so many changes. How do we stay on track?

FINANCE

IT Finance, Business Finance, FP&A

EPMO

Portfolio, Strategy, Planning, Business Owners

We can't react quickly to new demand, changes in priorities, and rebalancing portfolio funding

We need to quickly roll up progress and status to provide real-time forecasts

It's difficult to shift funds, resources, or sequencing based on priority changes

PROGRAM

Program Manager, PMO

The Case for Dynamic Planning: Be Ready to Pivot Quickly

Dynamic planning enables organizations to tackle and effect change with dexterity. Working together, executives, finance, and EPMOs can quickly shift strategies, priorities, funding, and resources without missing a beat. Deliver on strategy when disruptions happen using these five dynamic planning steps:

1. **Revisit Strategic Direction:** Reassess strategic initiatives and their relative levels of priority and associated funding. Rapidly model the impact of changes and balance tradeoffs.
2. **Reallocate Funding:** Visualize the reallocation of resources and funding over different timelines. Leverage flexible funding approaches to easily reallocate as circumstances change.
3. **Reprioritize Investments:** Set new portfolio priorities. Balance work that needs to be done immediately, and over the next month, quarter, and year.
4. **Realign Teams and Work:** Quickly redeploy resources while staying aligned with strategic goals, financial constraints, and resource capacity.
5. **Review Performance:** Measure results and adapt dynamically as required.

STEP 1: REVISIT STRATEGIC DIRECTION

Intelligent adaptation demands rethinking your strategy but doesn't give you the time to work within your existing planning process. This sticking point is what makes dynamic planning so important. It gives you the ability to quickly analyze potential changes against your existing objectives.

To revisit your strategy quickly and effectively, the right information needs to be readily available for what-if scenario planning. The ability to model adjustments and their potential impacts makes it easier for executives to evaluate the effect of different options on current revenue streams, costs and efficiencies, and future potential growth. By understanding risks and balancing trade-offs between proposed decisions, you can make the best strategic choices for your organization.

For example, companies faced with staffing shortages may be exploring how to work differently using machine learning or artificial intelligence solutions. Organizations that are losing customers may proactively make strategic decisions to enter new markets or change business models.

Rather than taking only cost-cutting measures during a disruption, companies that continue to invest in both short-term and long-term initiatives emerge stronger. Some enterprises are choosing to accelerate their digital transformation initiatives to serve their customers in new ways. Dynamic planning is indispensable to making these decisions.

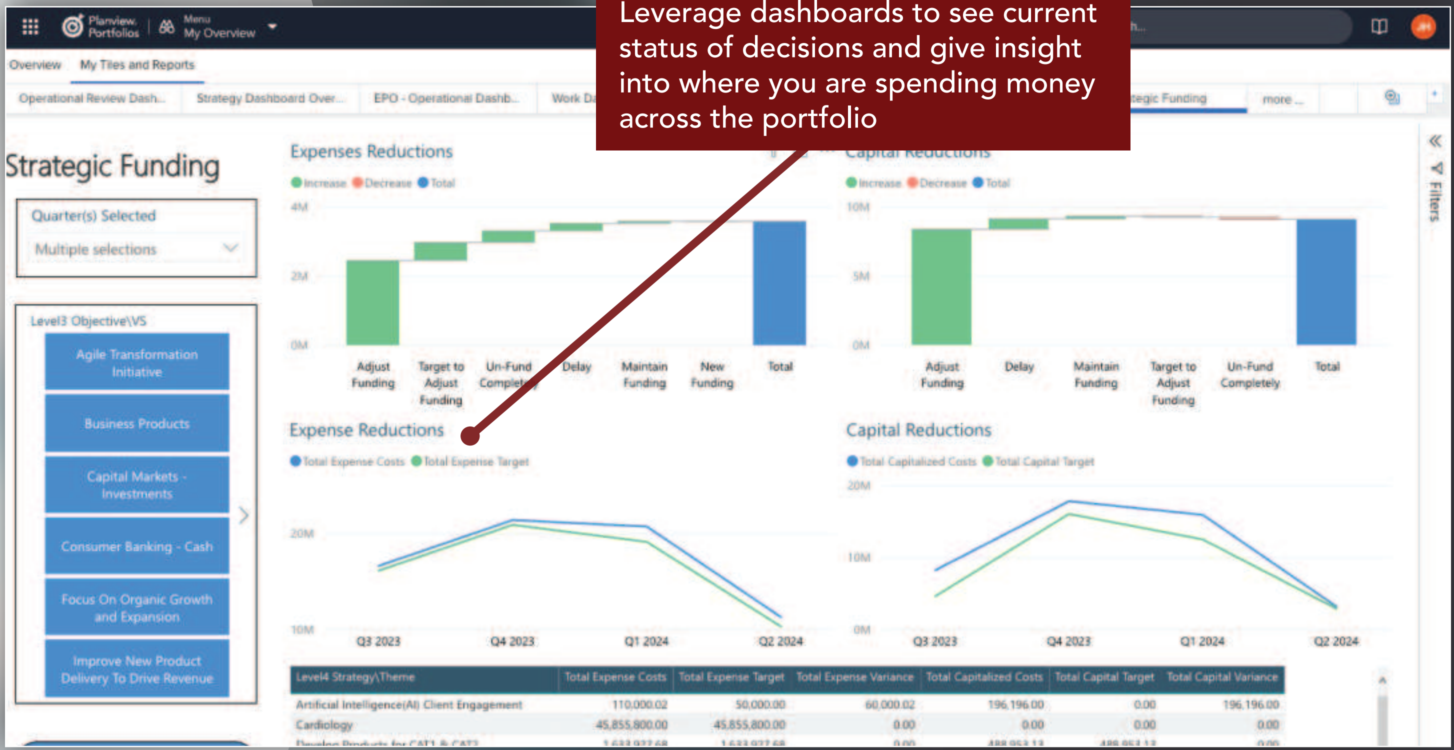
A major US retailer reexamined its strategy when the pandemic forced closures of brick-and-mortar stores. Leveraging Planview, **rather than pressing pause on everything, the company shifted focus** to accelerate e-commerce improvements, reduce capital expenses, introduce new services (such as contactless curbside pickup), and convert selected stores into fulfillment centers.

Revisit Strategic Direction: Use strategic portfolio management to model strategic initiatives, setting priorities based on what you know at the time.

tip

Start with data you have. If you wait for perfect data to be in place, it will be too late to put your plan into action without losing momentum.

Leverage dashboards to see current status of decisions and give insight into where you are spending money across the portfolio



STEP 2: REALLOCATE FUNDING

Dynamic planning provides the capabilities to determine how changes in your strategic direction impact your portfolio funding. Knowing your current spending on each strategic initiative gives you insight to determine how much you should be spending based on the revised direction. Finance should work with Enterprise Portfolio Management Offices (EPMOs) to model the reallocation of funding across portfolios and compare scenarios.

From there you can set new targets. In the wake of the new reality, now is the time for Finance to create more flexible funding models that you can adapt as needed – not just once a year or quarter. Finance and the EPMO working together can translate the updated strategic direction into new funding levels for each portfolio, adjusting portfolio targets, costs, and expected benefits accordingly. Revised targets set the stage for giving portfolio owners necessary guidance to adjust priorities and goals.

"Nearly two-thirds of CEOs reported reallocating 20% or less of resources from year to year, and almost 30% of CEOs cited resource reallocation of 10% or less. Higher levels of annual reallocation in the survey were associated with both greater levels of reinvention and higher profit margins."[1]

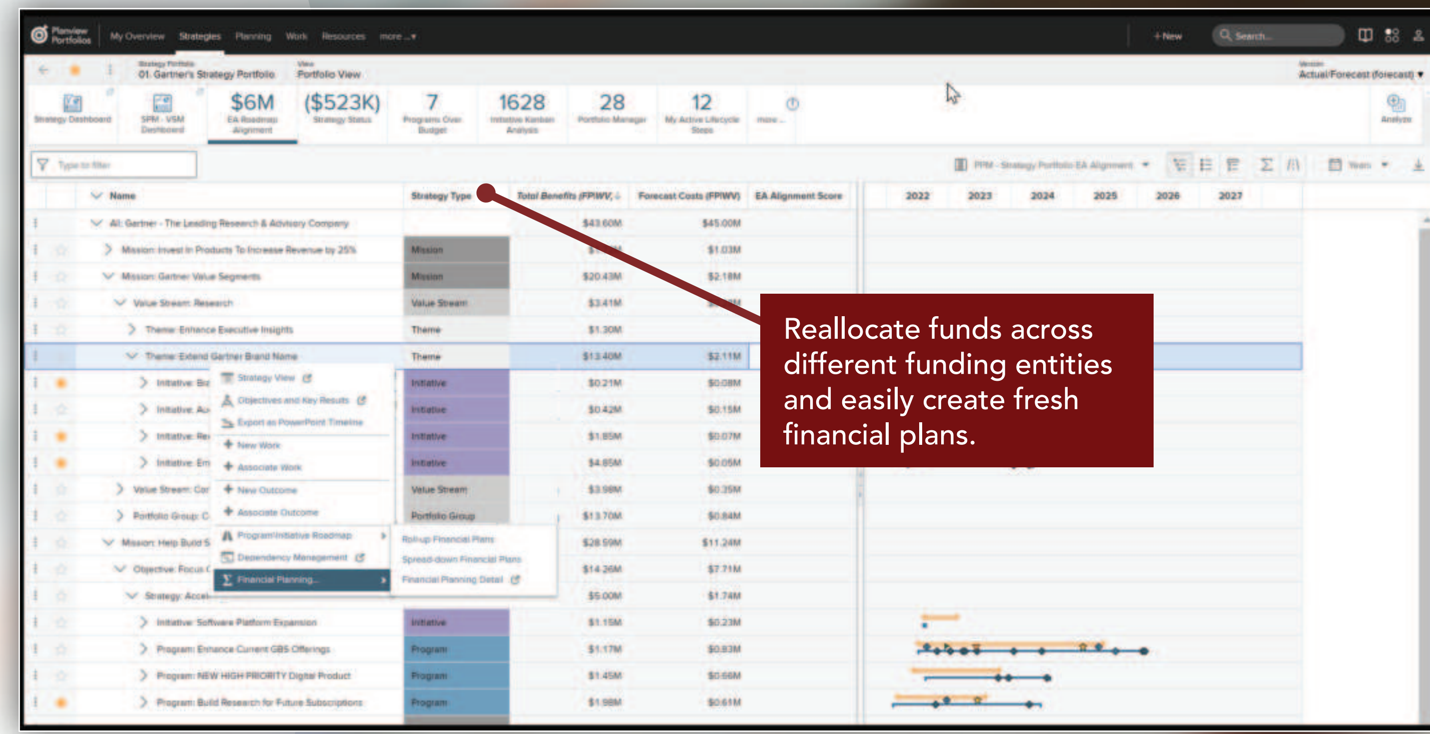
A global manufacturing company is reprioritizing its $3 billion capital portfolio using Planview's investment planning capabilities. Given shifts in financials, resources, and risk, the company can quickly rebalance its portfolio across growth, innovation, digital transformation, and keep-the-lights-on initiatives. **Efficiencies have resulted in reduced delivery time and capital costs.**

[1] https://www.pwc.com/gx/en/issues/c-suite-insights/ceo-survey.html

Reallocate Funding: Finance working with the EPMO can use portfolio funding to plan and manage capital investment portfolios from business case to execution, optimizing capital spend through pivots, delays, or new opportunities.

tip

Change often demands trade-offs. Redirect funding for strategic initiatives or investments based on real-world scenarios with desirable payoffs.



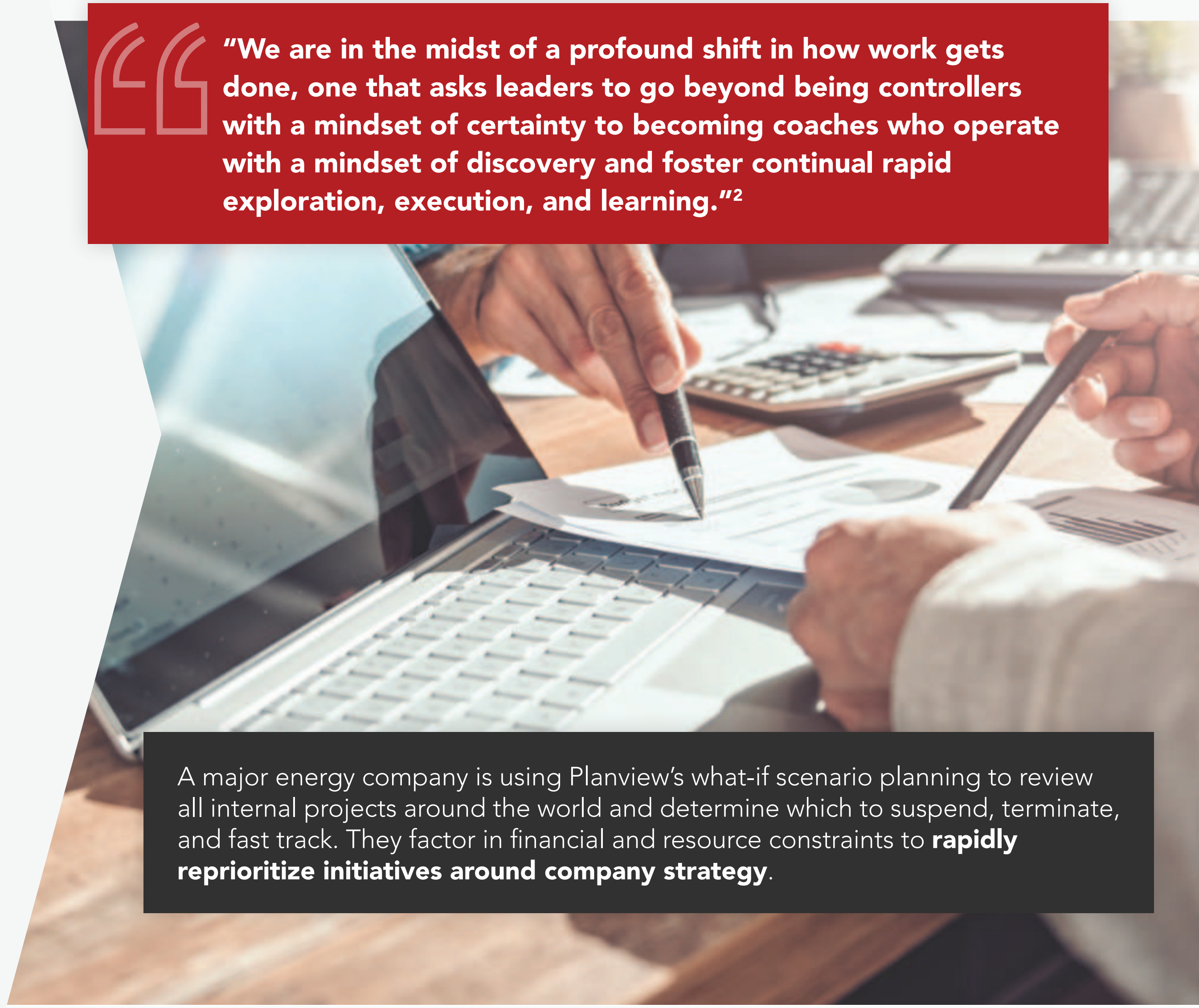
STEP 3: REPRIORITIZE INVESTMENTS

Rapid reprioritization is your next move in the dynamic planning process. Use it to convert the new strategic direction and funding targets into the outcomes and investments that will drive delivery. It is critical to define the outcomes required to achieve your revised goals. Only then can you determine how to deliver them through strategic programs and projects.

With revised investments, EPMOs can reprioritize in the context of the entire portfolio. By modeling different priorities and weighing alternatives, you can evaluate the trade-offs of accelerating, descoping, delaying, rejecting, or canceling each investment.

As proposed decisions come into focus, strategic roadmaps are essential to set direction as well as define the timelines and dependencies of the programs and their outcomes. Organizations need dynamic, strategic roadmaps across the enterprise, updating them based on the latest information, including real-time events, shifts in priority, resource and capacity changes, and other developments.

"We are in the midst of a profound shift in how work gets done, one that asks leaders to go beyond being controllers with a mindset of certainty to becoming coaches who operate with a mindset of discovery and foster continual rapid exploration, execution, and learning."[2]



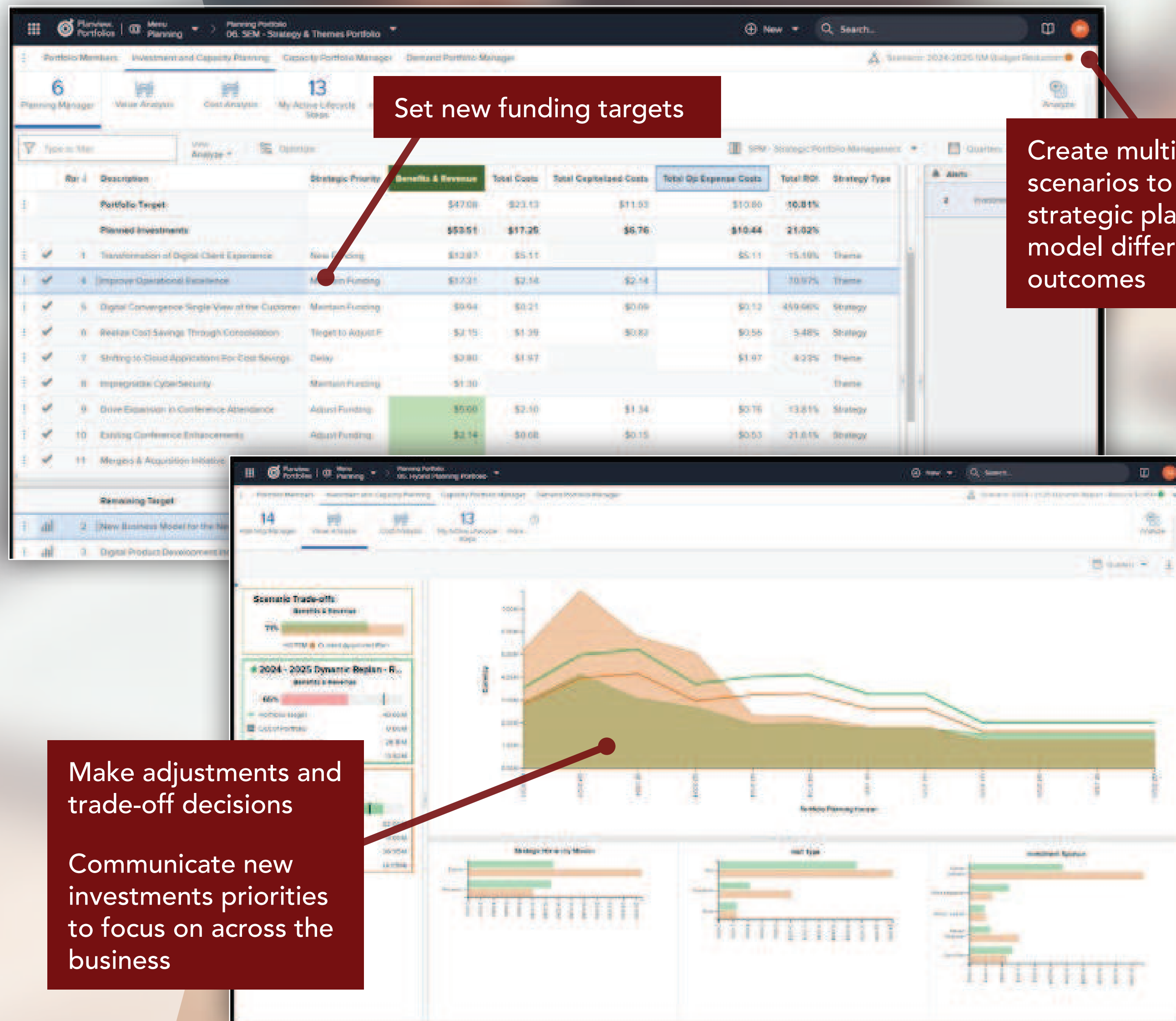
A major energy company is using Planview's what-if scenario planning to review all internal projects around the world and determine which to suspend, terminate, and fast track. They factor in financial and resource constraints to **rapidly reprioritize initiatives around company strategy**.

[2] https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/new-leadership-for-a-new-era-of-thriving-organizations

Reprioritize Investments: Use investment prioritization and scenario planning to balance constraints in a dynamic, fast-moving environment.

tip

Static spreadsheets can't help you manage changing demand, shifting schedules, conflicting priorities, fluctuating capacity, or market impacts. Model optimistic, conservative, and pessimistic investment scenarios with varying degrees of risk to arrive at an investment proposal that best achieves the revised strategic objectives.



Set new funding targets

Create multiple scenarios to create strategic plans and model different outcomes

Make adjustments and trade-off decisions

Communicate new investments priorities to focus on across the business

STEP 4: REALIGN TEAMS AND WORK

Dynamic planning lets you connect strategy to delivery by realigning your organization to focus on the adjusted and reprioritized programs. Robust resource planning and management capabilities provide a view into all of your people, teams, departments, and geographies, bringing critical visibility into:

- What your people are working on today
- How to best shift people to the revised priorities

Clear insight into capacity helps you ascertain how decisions will impact the organization. You can sequence the work to account for both interdependencies and team availability. This visibility enables you to assign the right talent to the right initiatives.

Visual, integrated roadmaps ensure two-way communication across your organization: cross-functional can easily see revised timeframes, milestones, and releases. Executives, portfolio owners, and program managers can understand the impact of capacity planning realities and make updates as needed.

"Strategy, goals, and operations must align across functions so that teams are empowered to innovate, prepared to adapt, and able to deliver customer value."[3]

A $4 billion global network infrastructure provider shifted their strategy due to a new critical program. Within one day, the EPMO pivoted the portfolio within their Planview solution and provided executives three scenarios for realigning their projects and resources. **Decisions that would have taken three weeks were made in one day.**

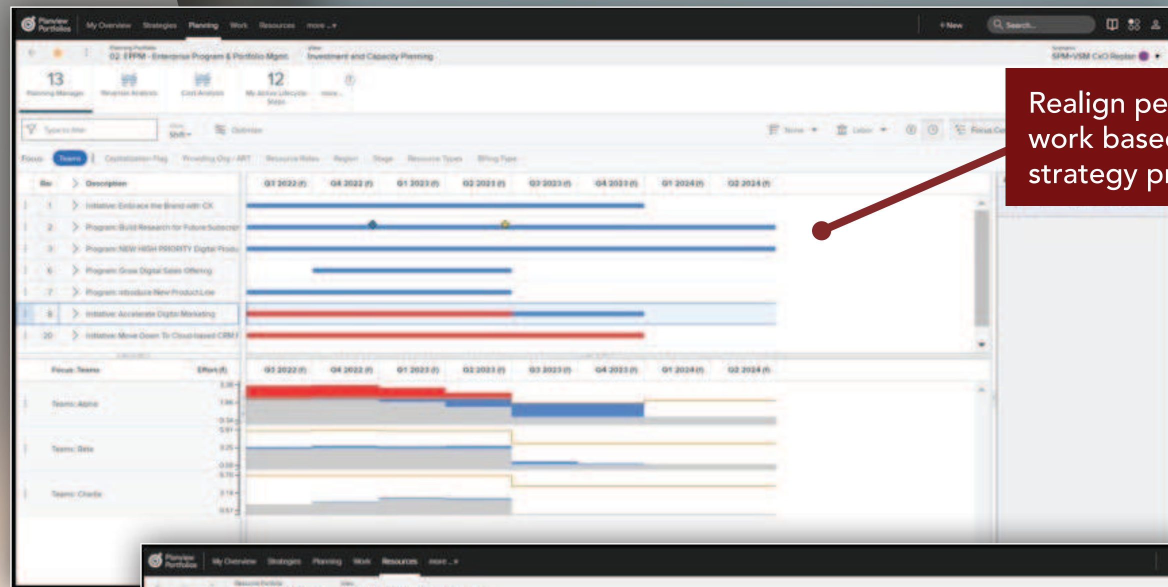
[3] https://www.forrester.com/bold/organizational-alignment

Realign Teams and Work: Use capacity planning and resource management to drive portfolio management from strategy to delivery.

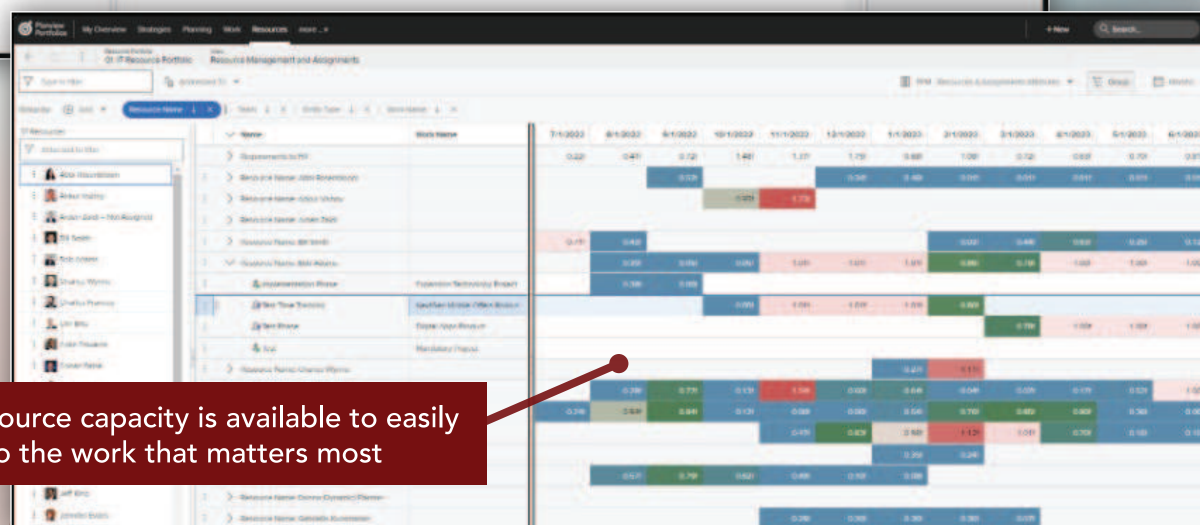
tip

Execute the change by sequencing the work and clearly communicating revisions across your organization.

Dynamic planning and institutional transformation often call for rapid redeployment of reprioritized work and resources to delivery teams.



Realign people and work based on new strategy priorities



Ensure resource capacity is available to easily move on to the work that matters most

STEP 5: REVIEW PERFORMANCE

Planning cannot be dynamic without real-time data sources and feedback loops. With information and insights drawn from across the organization, you can measure performance against your strategic initiatives, communicate progress to stakeholders and adjust as needed. Forecasting that ties future money and people to the work being delivered ensures early line of sight into future trends.

Effective decision-making and timely course corrections require access to enterprise-wide status, spend, interdependencies, KPIs, and other leading business performance indicators. EPMOs facilitates dynamic planning by creating tailored executive dashboards and analytics. Using these, executives can view real-time performance, conduct rapid analyses, and determine the impact of changes.

EPMOs also use these insights to better track and balance financials, remove obstacles, drive business alignment, as well as plan and execute on the most important initiatives across growth and innovation, cost reductions, regulatory, and run-the-business activities. Continually fed back into dynamic planning, these processes ultimately improve decision-making across the board.

"It is not practical to overhaul an overarching strategy every few months. But specific initiatives and OKRs can be adapted to address market changes, and organizations should be able to reallocate resources to a new set of priorities while understanding the impact of such decisions."[4]

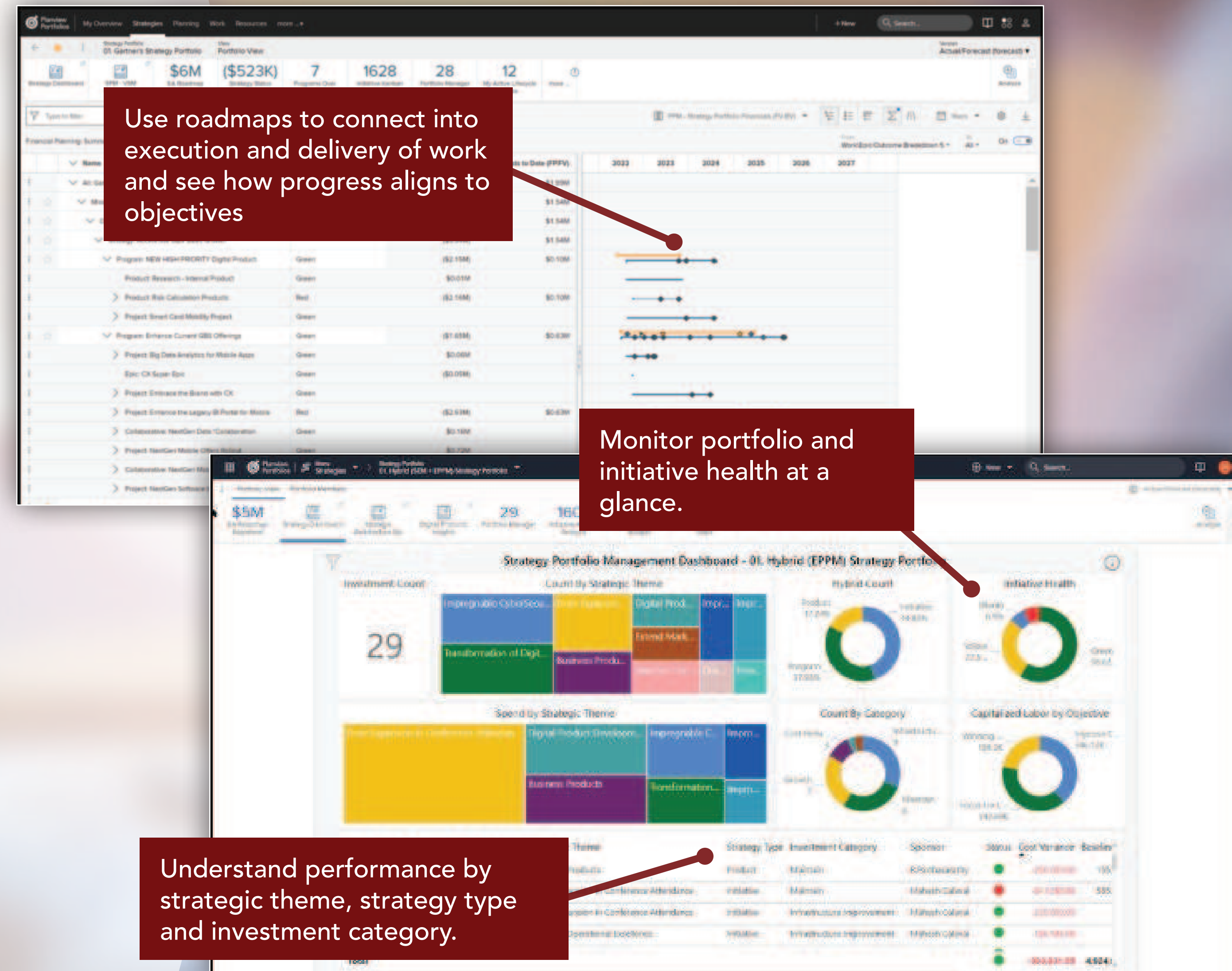
A multinational consumer goods company achieved **25% more strategic benefit** from accelerated value delivery. Using Planview's solutions to streamline planning processes, enable flexible funding, and align benefits to corporate goals, executives had the visibility to adjust plans as conditions changed.

[4] https://www.planview.com/lp/the-economist-impact/

Review Performance: Provide your team and stakeholders instant visibility with portfolio and program dashboards aligned to objectives and correlated with KPIs and costs at multiple levels.

tip

Dynamic planning calls for swift reprioritization of strategic initiatives, based on actual performance against plan. Iterate and optimize continuously to keep pace with change.



The New Reality for Today's Business: Be Dynamic Enough to Adapt Quickly

Planning should be an active process, perpetually fed by intelligence from both inside and external to your business.
With dynamic planning, you have the agility to face disruptions or drive your own.

Quickly Adapt with with Dynamic Planning

Planview is Here to Help You Get Up and Running Quickly with Dynamic Planning

At Planview®, we know that adapting swiftly to change is essential for your success. When constant change puts you under pressure, you want to feel confident each decision you make creates value for your organization, employees, and customers. You can gain that confidence with a reliable framework that clarifies how to best facilitate change and reduce the complexity of adaptation.

With an integrated, adaptive portfolio management approach, Planview can help align strategy with work on an ongoing basis, speed delivery, and drive ROI. Planview offers cloud-based software, implementation, and coaching for a quick start to transfer your plans from disconnected spreadsheets into a single solution. Executives, finance, the EPMO, and ancillary teams can collaborate and uplift capabilities in flexible funding models, scenario planning, impact analysis, and visibility to steer strategic change and align delivery.

We've helped thousands of companies like yours. **Empower your business with dynamic planning to gain quick wins and create agility, with Planview by your side.**

Want to see more about how you can dynamically plan, rapidly reprioritize, and proactively prepare for disruption?

See Strategic Portfolio Management in Action – Watch the Demo

planview®

With Planview you can.