

EXECUTIVE BRIEF

DISRUPTIONS ARE THE NEW REALITY: HOW FAST CAN YOU MANEUVER?

A critical trait of successful organizations is their ability to rewire – adapting in the most challenging of times – persevering and continuing to thrive.

What is impeding rapid maneuverability?

Current planning processes and toolsets do not establish a clear, continuous link between planning and delivery or provide access to timely information. As a result, your company cannot realign the organization at speed.

Disruptions are increasing in volume, velocity, and variation.

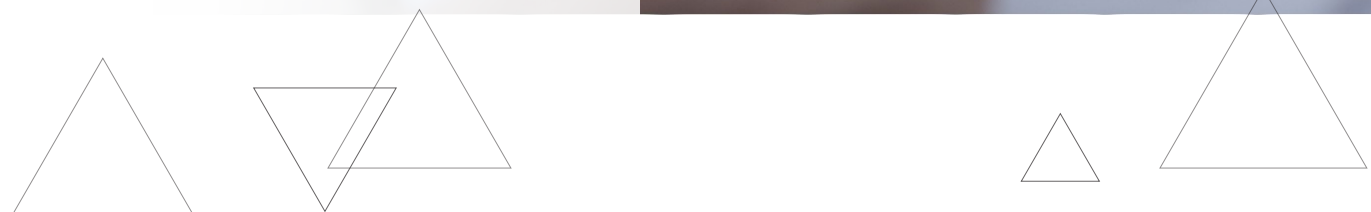
Unable to break free of inertia, companies risk deadlines as well as missing out on innovation and growth opportunities.

Strategic delivery requires a modern approach for managing change at scale and at speed

With Planview's Dynamic Planning solution, you can monitor decisions made, measure progress, and iteratively make adjustments as needed

Dynamic Planning capabilities allow you to drill into proposed investments to explore viability and potential ROI

Get instant visibility into strategic objectives and alignment to KPIs with Dynamic Planning dashboards



Dynamic Planning: Catalyst for Change

The typical strategic planning approach binds companies to annual plans and fixed operating models. This limits the flexibility required to drive change, foster innovation, and capitalize on opportunities.

ALIGNED EXECUTION IS HARDER TO ACHIEVE IN TIMES OF CHANGE, ACCORDING TO GARTNER¹



Boards of directors are prioritizing strategy execution and performance risk monitoring above all else



There are more complex, organization-wide initiatives than **three years ago**, driven by business model transformation



Strategic decision-making is more distributed, increasing the risk of misalignment

YOUR ORGANIZATION NEEDS A NEW WAY TO PLAN AND EXECUTE



Your processes should facilitate rapid, integrated analysis of strategies, impacts, priorities, funding, staffing, and other resources.

With the right insights, your team can answer critical questions such as:



How are we investing to position our company for both today's new reality and for future growth?



How are we ensuring we are not risking long-term success with short-term cost cuts?



How will we re-align the organization to deliver on new priorities?



Agility is not a part of strategic planning playbooks:

20%

Managers who say their organizations effectively shift people across units to support strategic priorities ²

2-3%

Typical budget reallocation. Companies that reallocate 8-10% drive significantly greater value ³

¹ Gartner, Strategy's New Execution Mandate, 2020

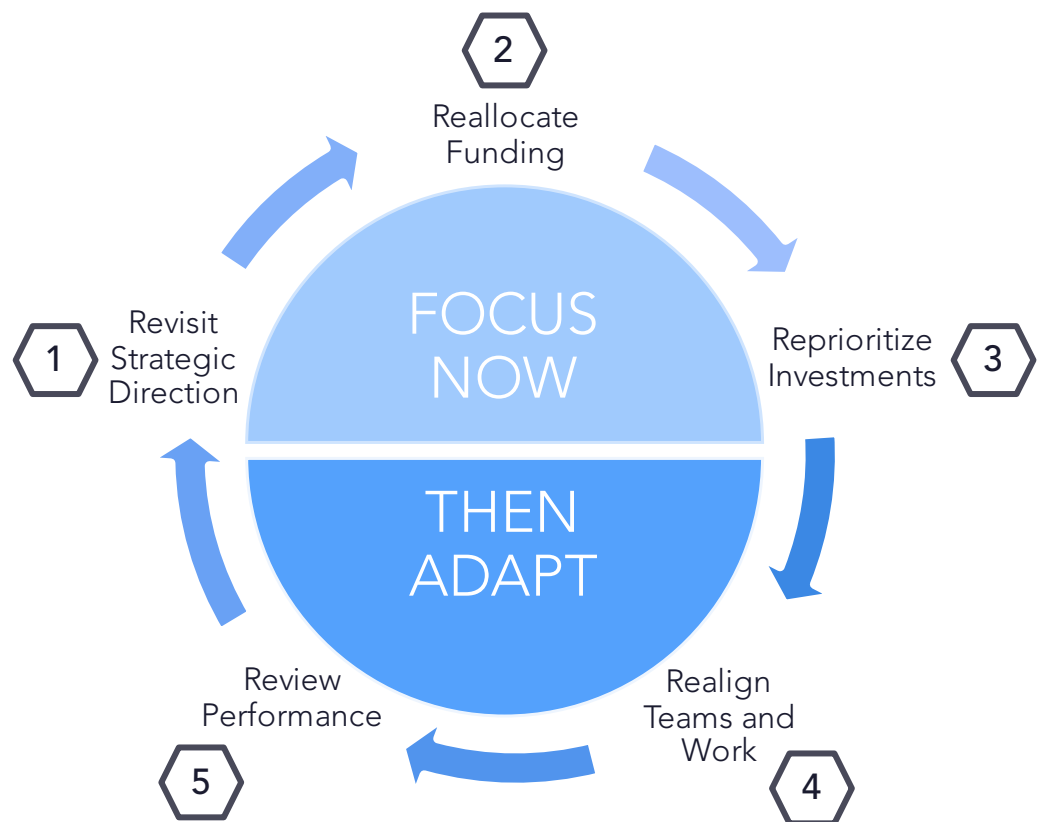
² Harvard Business Review, Why Strategy Execution Unravels

³ McKinsey & Company, From thinking about the next normal to making it work: What to stop, start, and accelerate

Dynamic Planning: 5 Steps to Rapidly Re-plan, Reprioritize, and Effectively Execute

Planview's Dynamic Planning capabilities uniquely encompass the entire strategy to delivery process. Our 5-step cycle enables you to re-plan for disruptive change in a methodical yet quick manner. Plan forward to where the market will be and outpace your competition:

- 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



Pivot Quickly with Dynamic Planning

Dynamic Planning enables you to manage change on an enterprise-wide, cross-functional scale. It's not a separate exercise, detached from execution. Instead, the process is connected into the organization to ensure strategy is continuously linked to delivery.

When disruption strikes, actionable data is at your fingertips. Your team can make informed decisions to change strategy and then reallocate funding, rapidly reprioritize, and realign teams.

COMPANIES THAT MOVE EARLY AND DECISIVELY IN A CRISIS DO BEST

Outperformers:

+8%

Total Returns to Shareholders

The Rest:

0%

Total Returns to Shareholders

McKinsey found that "outperformers" from 2007-2017 made smart, quick decisions in strategy, priorities, and spending, even through the recession of 2007-2008. These companies delivered excess total returns to shareholders (TRS) of about 8% over the decade. The rest did not rise above zero.⁴

What sets the best companies apart is how fast their organization can continually make informed decisions, pivot, and shift together... on-strategy.

Use Dynamic Planning to make your move.

⁴ McKinsey & Company, Rev up your growth engine: Lessons from through-cycle outperformers

Plan Dynamically with Planview

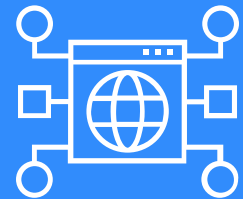
When a crisis hits, leaders bound forward and reimagine paths to revenue while staying the course on viable growth initiatives, process improvements, and long-term strategies.

With Planview's Dynamic Planning capabilities, you can lead the change by rewiring strategy to delivery – analyze current strategies and impacts of change to achieve your objectives without the risk of veering off course.



A major energy company is using Planview's what-if scenario planning capability 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.**

A \$4 billion global network infrastructure provider shifted strategy around a new critical program. Within a day, the executives received three scenarios for realigning their projects and resources, all created with Planview. As a result, they **made decisions in one day** that ordinarily would have taken three weeks.



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.**

Gain quick wins and create agility, with Planview® by your side.

[Planview.info/DynamicPlanning](https://planview.info/DynamicPlanning)