

The State of Strategy Execution: Embracing Uncertainty To Adapt at Speed

Global Benchmark Study Shows How Leading
Companies Accelerate On-Strategy Delivery

68%

67%

61%

59%

55%

54%

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Executive Summary

Why is your organization unable to move faster? What's holding it back? You may have made great strides recently in business. Yet, strategy execution is often hindered by legacy business constructs: Siloed departments and information; outdated, inflexible processes; and disparate tools and technology.

During times of upheaval, survival and the ability to pivot quickly is often due to a temporary suspension of these antiquated ways of operating. Executives do whatever they can to keep the organization viable and then it's back to business as usual. **The challenge is that disruptions are now the norm, not the exception.**

Continuing to operate with these gaps makes it difficult to connect the dots between strategy and execution, especially in volatile, uncertain environments. The demands for change are only growing, especially as a result of the pandemic. According to a recent [Gartner survey](#), 69 percent of boards of directors have fast-tracked digital business initiatives and nearly half expect to change the business models of the companies they counsel.

Executives and managers leading their businesses through these challenges can no longer afford to have blind spots, like limited information, inaccurate data, and no continuous line of sight from strategy to execution. Organizations that cannot adapt rapidly as a normal course of business will succumb to inevitable market shifts and swifter competitors.

To find out how some companies accelerate strategy execution and thrive as business fluctuations occur, while others barely "get by," Planview commissioned a global benchmark study in December 2020. A survey instrument was designed **to measure how fast and how well organizations are responding to change amid uncertainty.**

This report, based on responses of nearly 1,000 business and technology professionals across the globe, provides pragmatic recommendations for business, technology, and finance leaders seeking to create a tight connection between strategy and execution, adapt more quickly to shifting conditions and disruptive events, and deliver quality business outcomes.

Key Findings

1. Strategy Execution = Speed + Quality

The Strategy Execution Index measures quickness of adapting to change and quality of outcomes across five strategy-to-execution competencies. Three categories of companies were identified: Strategy Execution Leaders, Challengers, and Laggards.

2. Prioritize Speed and Quality, Outperform the Competition

Leaders are more likely to exceed financial targets, strategic objectives, and delivery of new, innovative products and services. In addition, Leaders are investing to move even more rapidly, while Challengers are less motivated to improve decision making and execute faster in their organizations.

3. Leaders Advance with Alignment and On-time Delivery

Executives at leading companies are more confident that teams are working on the right things, and teams are more confident that their work aligns with strategy.

4. Practices Set Leaders Apart

The study uncovered four practices that Leaders use to rapidly drive strategy execution in response to change:

- Build replanning into company operations
- Leverage Lean and Agile practices broadly across the enterprise
- Provide timely, accurate data from strategy to execution for high-speed, high-quality decision-making
- Invest in technology to gain a line of sight into strategies, impacts, priorities, funding, staffing, and other resources

Benchmark Insights

The survey results demonstrate that Leaders who are already outperforming the competition want to further accelerate responsiveness and on-strategy delivery, which partially explains their success. The following considerations are for executives and stakeholders involved in enterprise strategic planning and execution that are transforming their organizations into faster, more adaptive entities.

1. Aim Beyond Resiliency

Simply being resilient – bouncing back from a disruption or crisis – is not enough in today's business environment. Leadership must drive speed into their business operations to adjust to constant change and remain competitive.

2. Realigning Resources is Pivotal to Accelerate Strategy Execution

The top investment area for Leaders, Challengers, and Laggards is to improve prioritization to reallocate resources faster. These processes are not done in isolation and require knowing the dependencies between five key strategy to execution competencies as well as scenario planning capabilities.

3. Break Through the Inertia of Governance and Approval Processes

Complex governance and approval processes are the biggest barriers to speed for both Leaders and Challengers. Organizations must leave behind the rigidity of current control-based principles in favor of flexible, streamlined governance and funding models that enable teams to pivot quickly.

4. Cultivate Real-Time, High-Quality Strategy to Execution Decisions with Modern Technology

Technology is key to building speed and quality across the five, interconnected strategy to execution competencies. However, the hodge-podge of disparate, internally developed tools most organizations are using limits visibility, slows them down, and inhibits innovation and growth.

5. Recognize the Opportunity Cost of Status Quo

Falling back on familiar processes and technologies may be comfortable, but the costs can be enormous, such as loss of market share, failure to capitalize on opportunities, and change fatigue. Organizations must stop merely surviving and embrace uncertainty to thrive.

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Introduction

Businesses can react quickly when challenged, begging the question: Is speed when responding to change born of an ad hoc, mad scramble to survive? Or, do specific practices and mindsets make companies inherently better able to adapt to change swiftly?

Studies have found a strong correlation between speed and positive business outcomes. For example, a recent [McKinsey & Company](#) survey showed that faster companies perform better on business-critical outcomes such as profitability, operational resilience, innovation, and growth.

The purpose of this benchmark study was to discover how companies are adapting their strategies and executing on their plans at speed, with quality outcomes.

Speed Up or Risk the Consequences

Companies that are not accelerating are often holding on to legacy business processes, practices, and systems that:

- **Inhibit Flexibility**
Bound to annual plans and budget cycles, organizations cannot shift quickly.
- **Dilute Strategy**
The strategic plan often becomes increasingly detached from reality, widening the gap between strategy and execution. This results in failure to meet business objectives or realign swiftly.
- **Hinder Execution**
Not adequately supporting new ways and methods of working (e.g., remote/hybrid work; Lean and Agile practices) limits agility and visibility into progress.
- **Prevent Effective, Fast Decision-Making**
Information is siloed because companies have failed to invest money and effort into having the data and analyses across the strategy-to-execution spectrum required to make quality decisions.

RISKS OF NOT ADAPTING STRATEGY EXECUTION AT SPEED

Moving too slowly has consequences.
The survey respondents identified four top risks:



Q. What are the MAJOR risks if your organization does not adapt to change faster?

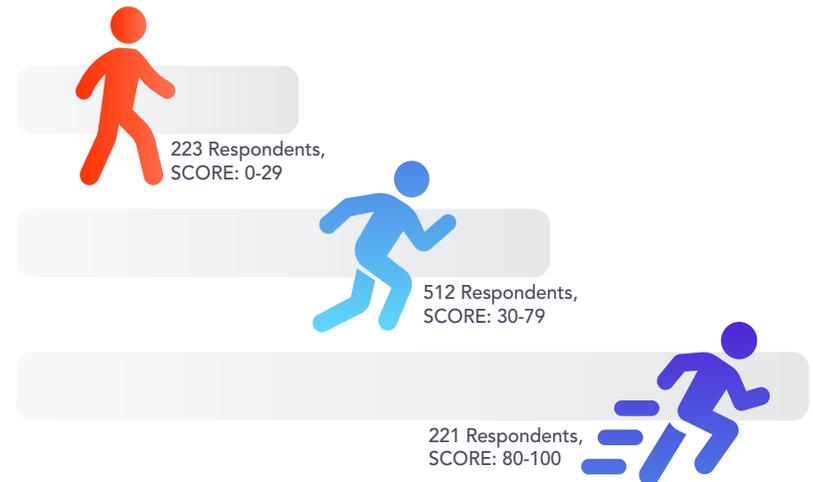
The Strategy Execution Index: Quickness + Quality in Adapting to Change

The Strategy Execution Index measures how fast organizations respond to disruption and quality of outcomes across five core strategy to execution competencies:

1. Pivoting strategies and plans
2. Reallocating funding and budgets
3. Reprioritizing work execution and delivery
4. Realigning people and teams
5. Accessing and analyzing data for decision making

A Strategy Execution Index was determined for each respondent based on their ratings for each area (See "Survey Methodology and Demographics" section of this report). Analyzing the results, companies fell into one of three categories:

- **Strategy Execution Laggards:** Slower to respond to change and, at times, struggle to move forward
- **Strategy Execution Challengers:** Moving forward, but in starts and stops, unable to perform at speed consistently
- **Strategy Execution Leaders:** The fastest organizations with the highest quality outcomes



This benchmark report reveals how Strategy Execution Leaders are driving speed within the five core strategy to execution areas, using a set of four best practices. Their less nimble colleagues – Challengers and Laggards – are slower to adapt to uncertainty. The majority of the companies are Challengers, with a choice to adopt these leading practices or continue treating disruption as a fire drill – and risk losing customers and falling behind competitors.

Leaders Prioritize Speed

While all survey respondents indicated room for improvement, Strategy Execution Leaders place a premium on it: 62% strongly agree they need make decisions and execute faster. Laggards came in at 36%. In contrast, Challengers seem to be somewhat content to sit on their laurels: Only 24% strongly agreed they need more speed. **Does this mean Challengers aren't making speed a priority?**

Leaders expect more benefits from accelerating their adaptation to change than Challengers and Laggards do, including improving customer satisfaction, acquiring new customers, and improving employee satisfaction, recruiting, and retention.

Leaders place a higher priority than their counterparts on investing in multiple areas to improve speed in the next 12 months:



Q. Do you agree or disagree with the following statement?
To ensure its success, my organization needs to make decisions and execute faster than it currently does.

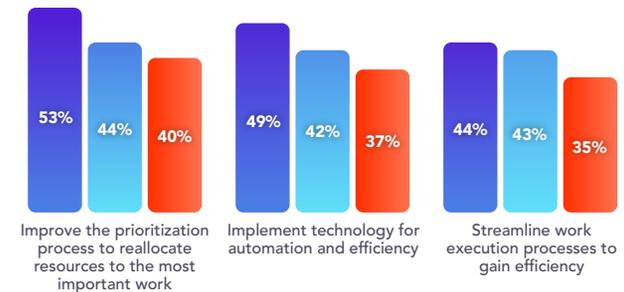
Q. What benefits does your organization expect to realize by accelerating its adaptation to change?

EXPECTED BENEFITS FROM IMPROVED RESPONSIVENESS TO CHANGE



Q. What benefits does your organization expect to realize by accelerating its adaptation to change?

PLANNED INVESTMENTS FOR SPEED



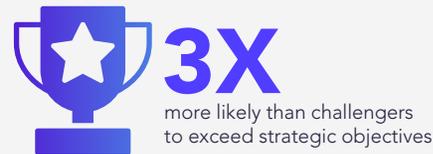
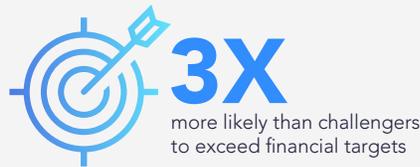
Q. Over the NEXT 12 months, how is your organization planning to improve its speed in adapting to change?

Leaders Deliver Better Results at Speed

Strategy Execution Leaders are more likely to exceed performance in three business outcomes: Financial Targets, Strategic Objectives, and Delivery of Innovative Products/Services.

OUTCOME OF ADAPTING STRATEGY EXECUTION AT SPEED

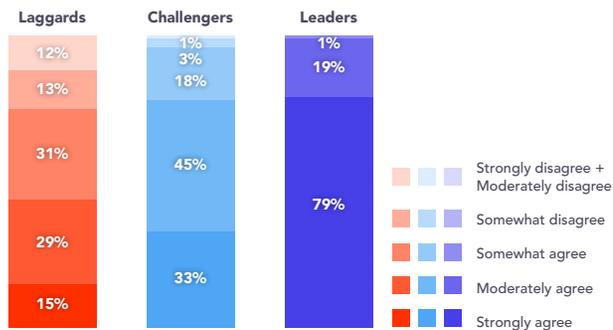
Leaders in Strategy Execution Agility Outperform



Q. Over the past 12 months, how has your organization performed in the following areas?
(Meeting financial targets, achieving strategic objectives, delivering new innovative products and services)

Ninety-nine percent of Leaders moderately or strongly agree their organization can adapt to change rapidly.

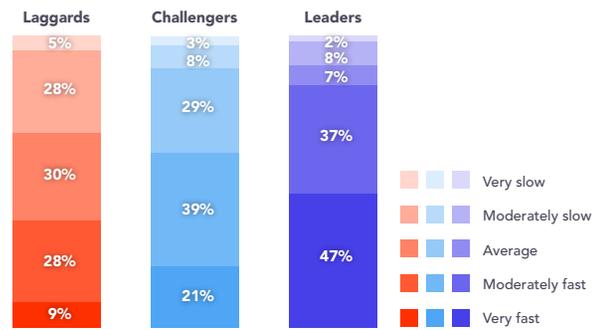
ABILITY TO QUICKLY PIVOT AND ADAPT TO CHANGES AND DISRUPTIONS



Q. Do you agree or disagree with the following statement?
My organization can quickly pivot and adapt to changes and disruptions in the marketplace.

The COVID-19 pandemic provides a recent example: Twice as many Leaders compared to Challengers said their company reacted and adapted very fast to the disruption caused by the pandemic.

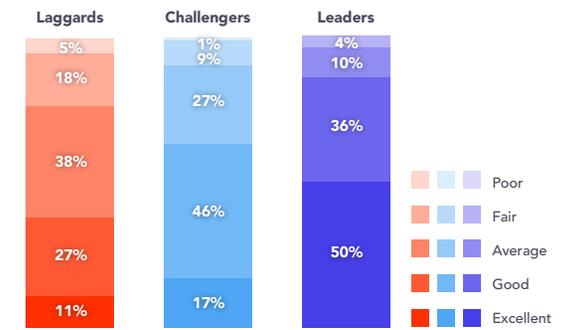
QUICKNESS TO REACT AND ADAPT TO THE COVID-19 PANDEMIC



Q. How FAST did your organization react and adapt to the disruption caused by the COVID-19 pandemic?

Even more telling is that 3x more Leaders (50%) rated their quality of response as excellent compared to Challengers (17%).

QUALITY OF RESPONSE TO THE COVID-19 PANDEMIC



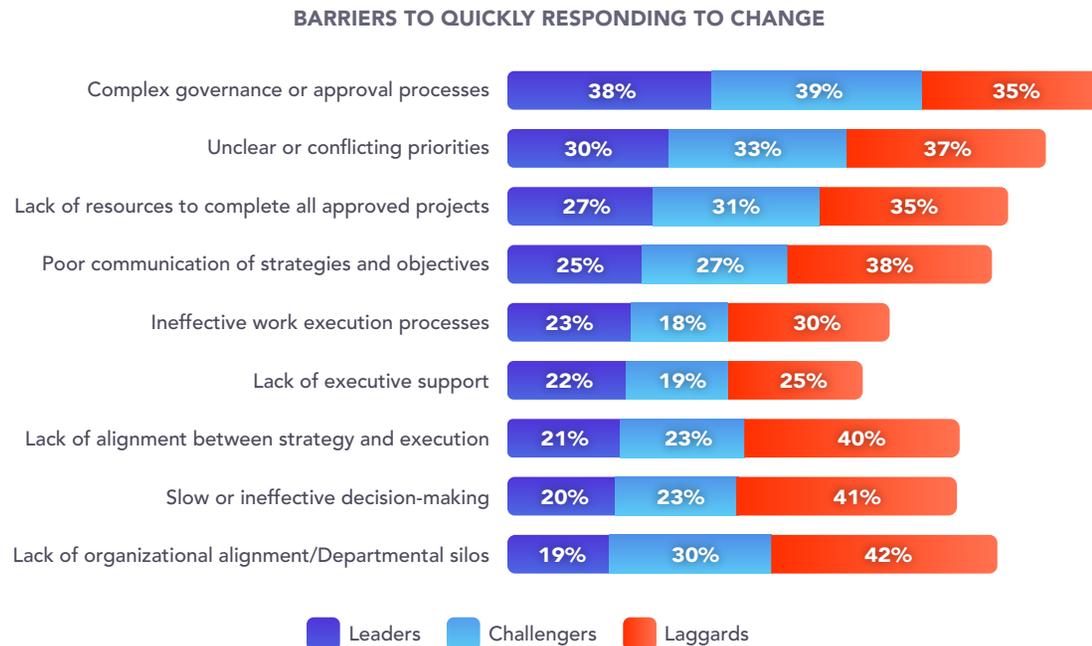
Q. How would you rate the overall QUALITY (in terms of outcomes) of your organization's response to the disruption caused by the COVID-19 pandemic?

Barriers to Quickly Responding to Change

The top three barriers for Leaders and Challengers are the same, with fewer Leaders citing each:

- Complex governance or approval processes
- Unclear or conflicting priorities
- Lack of resources to complete all approved projects

A higher percentage of Laggards face these barriers across nearly all options. Their top two are – ‘lack of organizational alignment/departmental silos’ (42%) and ‘slow or ineffective decision-making’ (41%). Interestingly, Leaders were least likely to select the common challenge of ‘lack of organizational alignment/department silos’ as a barrier.



Q. What are the TOP barriers that prevent your organization's ability to quickly respond to change and disruption?

Disconnected Mix of Tool Usage Impacts All

From strategy to execution, survey respondents are mostly using internally developed tools or office productivity solutions such as spreadsheets and presentation slides. Leaders, Challengers, and Laggards all indicated these are the primary systems for managing major business processes in their organizations: strategic/initiative planning (43%), funding/budgeting (36%), and work prioritization/execution (32%).

Of note, Leaders are more likely to use a corporate performance management or financial system for funding and budgeting (21%) and project/work management tools for work prioritization and execution (18%).

These disconnected toolsets inhibit strategy execution. Executive teams lack the visibility and data required to make effective decisions and pivot the organization at speed.

More than 80 percent of survey respondents say gathering and analyzing the information they need is painful.

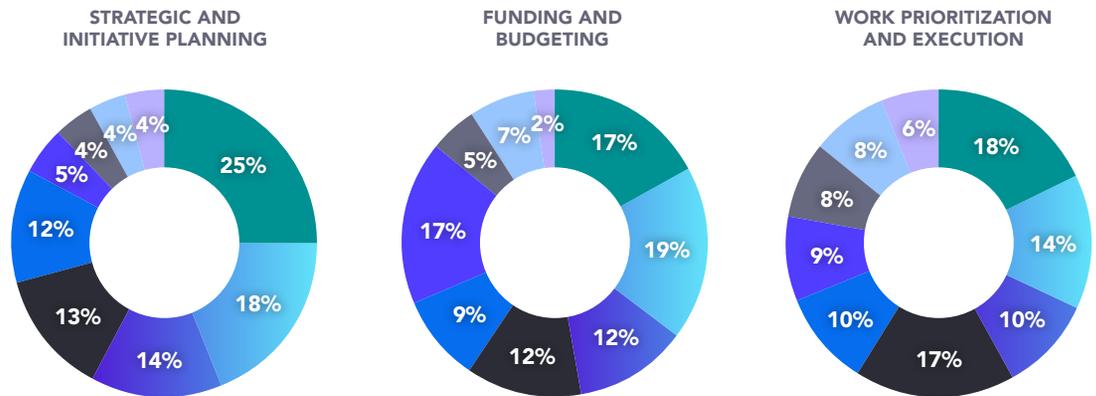
The top barriers to getting accurate, timely data are:

- Lack of consistency in processes: 41%
- Information is in silos, not centralized: 39%
- Lack of ownership for reporting and analytics: 37%
- Lack of consistency on metrics definition: 31%
- Lack of robust technology, reliance on spreadsheets: 29%

How then are organizations trying to bridge the gap between strategy and execution? The survey participants indicate their enterprises are relying heavily on "communication" and "meetings." The main reason for not investing in automation and purpose-built tools are "budget constraints."

Can organizations afford not to invest in technology needed to accelerate on-strategy delivery?

PRIMARY TECHNOLOGY USAGE



Q. What is the PRIMARY system your company currently uses to manage each of the following business processes?

- Internally developed tools
- Office productivity tools (spreadsheets, presentation slides, etc.)
- Enterprise/Strategic Portfolio Management tools
- Project Management/Work Management tools
- Collaboration tools
- Corporate Performance Management/Financial system
- Lean-Agile/Application Development tools
- Enterprise Resource Planning system
- No tool, solution, or software today

Best Practices for Accelerating Strategy Execution in Uncertainty

The research results reveal four practices that Leaders are using to accelerate and outperform the others. These provide a path to increase speed in adapting strategy execution and improving performance.

1 Replan Continuously

A continuous planning cycle facilitates rapid adaptation to changing business conditions. Almost half of Strategy Leaders review and adjust strategies, funding, and operating plans continuously or monthly.

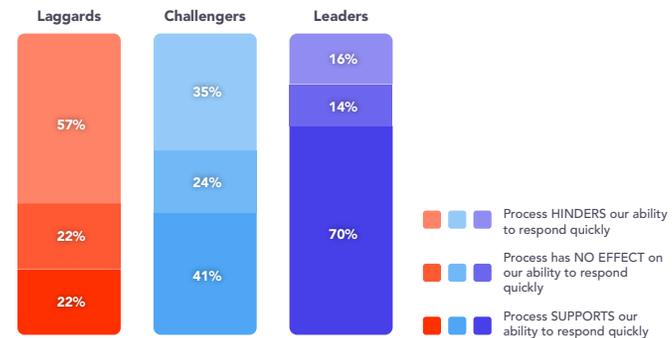
70 percent of Leaders said their planning cadence supports their ability to quickly respond to internal and external shifts or disruptions. They can review and adjust strategies, funding, and operating plans at a faster pace.

FREQUENCY FOR REVIEWING AND ADJUSTING STRATEGIES, FUNDING, AND OPERATING PLANS



Q. Current cadence for reviewing and adjusting strategies, funding, and operating plans

REPLANNING FREQUENCY IMPACT ON RESPONDING TO CHANGE



Q. Does your current cadence process for reviewing and adjusting strategies, funding and operating plans impact your ability to quickly respond to internal and external changes or disruptions?

Only 41 percent of Challengers and 22 percent of Laggards said their current review process supports swift responses. Annual planning cycles lock organizations into set plans and budgets. This limits the agility needed to pivot as circumstances shift and new opportunities arise.

2 Use Lean and Agile Practices Broadly

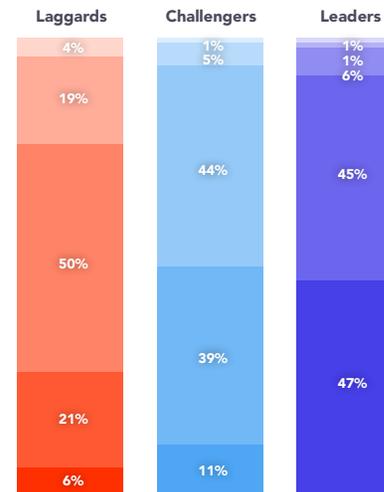
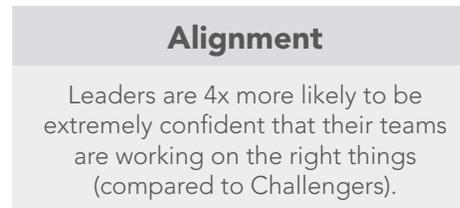
Leaders have more widespread application of Lean and Agile practices, with groups of teams using these practices to work together (scaling Agile) or engaging in an enterprise-wide Agile transformation.

Analysis shows the extent of Lean and Agile practices as an indicator of Leaders' confidence that:

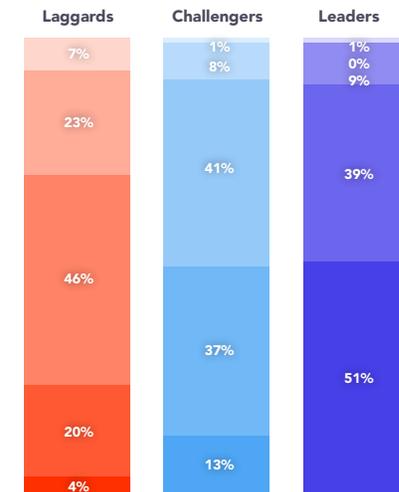
- Teams are focused on the right work to deliver strategic objectives
- Strategic initiatives will be delivered on time

Nearly 85 percent of companies are leveraging some form of Lean or Agile practices.

LEADERS ARE MORE CONFIDENT IN ON-STRATEGY AND ON-TIME DELIVERY



Q. How confident are your executives that teams are focused on the right work to deliver strategic objectives?



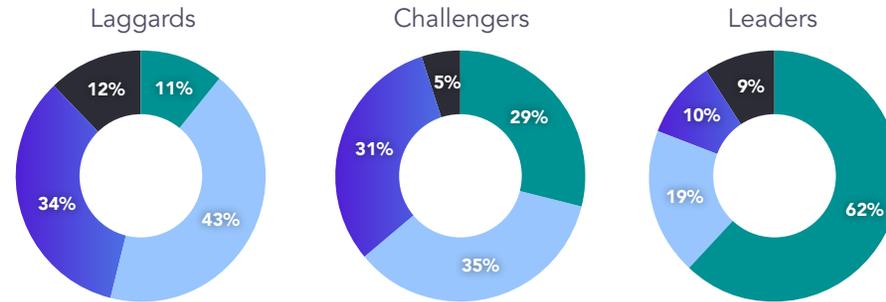
Q. How confident are your executives in your organization's ability to deliver strategic initiatives on time?



3 Provide Timely, Accurate Data from Strategy to Execution

Leaders are twice as likely to have immediate access to accurate data than Challengers. Leaders find it three times less painful to retrieve and analyze this information, supporting faster, higher-quality decision making.

ACCESS TO TIMELY AND ACCURATE DATA FOR DECISION MAKING



Q. Overall, which of the following best describes your team's access to timely and accurate data needed for making decisions?

- We have immediate access to accurate data
- We have access to data, but it can be inaccurate for various reasons
- We have access to data, but it is not timely
- We do not have access to timely and accurate data

4 Invest in Technology to Understand Impact of Changes

Demonstrating a level of conscious competency, Leaders are addressing their need for centralized information and analysis capabilities. These companies realize that accessing and connecting relevant data across their disparate, legacy systems will become increasingly more difficult and slow them down.

49% of Leaders will implement technology for automation and efficiency in the next year.

This is especially true as organizations tackle more cross-functional, enterprise-wide initiatives, such as transformation and digital business. To make decisions and enact adjustments swiftly, executives need a line of sight from strategy to execution. This includes up-to-date data to track progress and status as well as the ability to rapidly run scenarios, model impacts, and balance tradeoffs between proposed decision.

Overall, only one in three companies have access to the quick, accurate data needed for making decisions

Research Insights and Recommendations

One thing is certain: disruption and uncertainty will continue to be a constant in the workplace. To thrive, every organization must continuously improve, regardless of their current strategy execution index score. Here are five insights from the research, along with specific recommendations on how to shift mindsets, processes, and technology.

1 Aim Beyond Resiliency

While resiliency is integral to company competitiveness and growth, in this case, resiliency doesn't imply returning to normal. Resiliency is about the ability to respond and adapt in the face of dynamic, almost continuous change.

Leaders proactively respond and take advantage of opportunities, while Challengers wait for disruptive events:

Leaders have built adapting to change into their processes; They replan dynamically, reviewing their strategies, plans, and delivery progress on a more continuous cadence.

Challengers are reactive; move fast when compelled; They do not proactively revisit plans to anticipate what's ahead and make more precise shifts when needed.

Expected tangible benefits from investing in accelerating adaptation to change:

- Improved customer satisfaction (59% overall; Leaders: 66%)
- Improved employee satisfaction, retention, and recruiting (48% overall; Leaders: 56%)
- Improved execution efficiency and repeatability (42% overall; Leaders 45%)
- Ability to acquire new customers (41% overall; Leaders: 56%)

In a [Chief Executive Magazine](#) interview regarding the COVID-19 pandemic, Siemens USA CEO Barbara Humpton commented, "Resilience says we can get back to where we are, but we wanted to go beyond that, to become 'anti-fragile.'"

RECOMMENDATION

Uncertainty is no excuse for being unprepared. Tap into the momentum from your company's response to the pandemic and invest in improvements needed to operationalize speed across strategy execution. The alternative is waiting to respond to the next disruption.

Moving faster in response to business fluctuations requires eliminating silos and disconnects across the organization, with updated processes, and technology. Findings from the benchmark study indicate focus areas as demonstrated by Leaders:

- Rework long-standing, inflexible practices in your organization that hinder speed
- Increase replanning cycles to revisit assumptions, assess progress, and pivot proactively
- Bring together cross-functional teams, gain alignment, and accelerate on-strategy delivery through fostering Lean and Agile approaches enterprise-wide

2 Realigning Resources is Pivotal to Accelerate Strategy Execution

Execution doesn't happen until resources are in place. A [common failure point of strategy execution](#) is the inability to intelligently reallocate resources, especially across departments. Strategy, work, resources, and outcomes are fundamentally linked. It is imperative to understand the dependencies and impacts of moving a team to newly prioritized work.

A good sign:
Respondents across all three categories identified "improving the prioritization process to reallocate resources to the most important work" as a top investment area for speed.

These investments should enable organizations to answer questions such as:

- What are the dependencies between cross-functional teams and the effect on current work?
- How do multiple investments need to be sequenced to achieve the strategic priorities of the organization and desired outcomes of the work?
- How does reprioritization affect desired outcomes? What are the impacts and tradeoffs?
- What are downstream issues from skill gaps, commitments to projects already in flight, etc.?

RECOMMENDATION

Accelerate the prioritization process. Reallocate resources by considering trade-offs for dependencies, interconnections, skills required, as well as deep insights into the relationships between work, resources, skills, technology and outcomes.

For speed, build a process that lets you understand those impacts from strategy to execution by laying out the outcomes to be achieved, connecting them to activities, and reprioritizing with insight into dependencies and capacity constraints.

- Through planning resource capacity in conjunction with investments, conflicts and gaps can be addressed in advance
- By prioritizing work and resources together, dependencies can be resolved, and teams can start working on new initiatives quicker
- Consider Lean and Agile techniques such as dedicated cross-functional teams and collaborative planning to sequence work and manage dependencies

You cannot model impacts, constraints, and trade-offs at speed in a spreadsheet. Invest in technology that brings all of this together to do scenario planning, make informed decisions, and pivot rapidly.

3 Break Through the Inertia of Governance and Approval Processes

Governance provides guidance for how organizations work and make decisions. Overall, respondents cited complex governance and approval processes as a top barrier to their ability to respond quickly.

73% of Leaders say their current governance processes support responsiveness to change; and at the same time, report that governance is their top barrier to faster responsiveness.

Only 42% of Challengers and 20% of Laggards say their governance processes support responsiveness to change.

Companies faced with uncertainty and digital transformation require more adaptive governance approaches that achieve accountability and effectiveness by focusing on outcomes, emphasizing visibility, and using incremental funding tied to periodic reviews. With this shifted focus, traditional governance processes (such as a multiple signoffs and detailed risk tracking) can be lessened and rethought. For example, how can you reduce upfront reviews if approvals are for a quarter? Streamlining these steps is essential to speed.

[Gartner advises](#) that leadership should establish triggers to review governance principles to ensure ongoing alignment to strategy and value.

RECOMMENDATION

Think 'just enough governance'. Streamlining governance and approval processes is key to delivering quickly, as well as experimenting, learning, and failing fast.

Create a partnership and shared goals across business, finance and technology to create the change. Challenge the team; how can we simplify processes and reduce key metrics, such as the time to approve a new idea?

Establish a clear line of sight for the leadership team by driving accountability and visibility using a strategic portfolio management approach. Connect common business areas with funding, outcomes, and associated investments:

- Define portfolios based on areas of demand, often by product or value stream
- Fund portfolios based on importance and desired business outcomes
- Set periodic reviews and reassess investment funding
- Evaluate both progress and risk in these checkpoints

By integrating governance into a strategic portfolio framework, you can establish 'just enough governance' to accelerate on-strategy delivery.

4 Cultivate Real-Time, High-Quality Strategy-to-Execution Decisions with Modern Technology

Even Strategy Execution Leaders aren't leading in the technology arena. Leaders, Challengers and Laggards alike are primarily dependent on disconnected systems and tools to manage their strategy execution processes, with the majority using internally developed tools.

This disparate array of tools renders decision-making difficult and/or fraught with inaccuracies. Executives and managers cannot build a single source of truth, instead relying on their own fragmented, often discordant versions. Organizations sacrifice response time or quality because information showing linkages between strategies, outcomes, work, financials, and resources isn't readily available.

Technology accelerates responsiveness by interconnecting strategy to execution processes, enabling smart decisions that speed the enterprise to achieving business outcomes:

- For big-bet decisions, rapidly run scenarios, understand impacts, and balance tradeoffs options
- Bridge the gap between the C-suite and execution teams and address many of the challenges slowing the company down
- Empower your teams and people to make decisions and solve the problems they are most familiar with

RECOMMENDATION

Time to face facts - Your disparate internal tools are slowing you down and holding you back. Designate budget and invest in modern technology.

Consider how the five strategy to execution competencies are interconnected in your organization: *When strategy changes at the executive level, how quickly and accurately does that get cascaded to the organization?*

Being fast at shifting strategy but not reprioritizing work or resources does not result in organizational speed. These components, as well as enabling technology, must work in concert to deliver impactful results.

So-called strategy execution tools don't go far enough into capacity and delivery, traditional project portfolio management tools can't support robust strategic planning, and financial/corporate performance management tools focus on financial constructs.

Look for a platform that connects strategy execution processes by bringing together executive line of sight, adaptive prioritization and funding, flexible resource planning, and tools that empower teams to deliver faster.

5 Recognize the Opportunity Cost of Status Quo – Move Fast to Accelerate Adapting to Change

Challengers – the majority of companies according to the Strategy Execution Index – appear to be comfortable with the status quo. A 38-point gap exists between Challengers and Leaders in response to this statement: *“To ensure its success, my organization needs to make decisions and execute faster than it currently does.”*

Sixty-two percent of the Leaders, who already reported going the fastest with the highest quality outcomes, stated they strongly agreed to this statement versus only 24 percent of Challengers.

Staying in the comfort zone may seem like the “safe” bet, but it’s putting the company at risk of falling behind the competition in growth, innovation, and profitability.

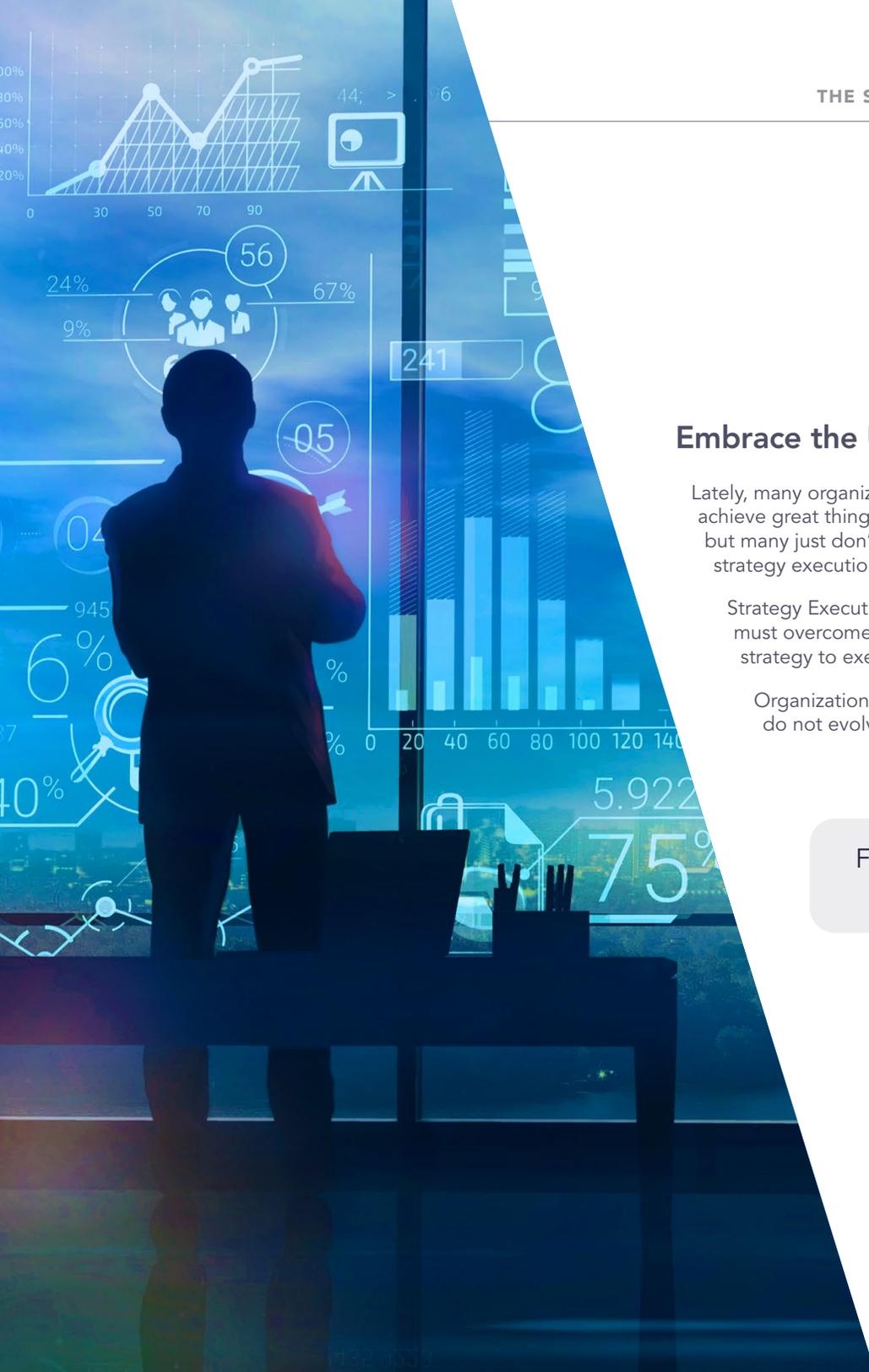
The benefits are immediate and tangible: [improving transformation success](#), quickly understanding the impacts of cost optimization options (reduce costs), fast-tracking delivery of new products and services to acquire new customers and improve customer satisfaction (increase revenue), and obtaining greater visibility across the organization (mitigate risk).

RECOMMENDATION

Anticipate and plan for inevitable change: That can be the difference between thriving vs. barely getting by.

The stops and starts of a reactive approach can run an organization ragged, depleting and wasting resources while leaving employees exhausted and overcome with change fatigue.

The question isn’t whether speed is important, but whether your company can afford not to build speed into adapting your strategy execution processes.



Embrace the Uncertainty: Operationalize Speed and Performance

Lately, many organizations have experienced what it's like to suspend existing, outdated processes and swiftly achieve great things. Executives and boards of directors want to build flexibility into standard processes – but many just don't know how. This benchmark report shows how companies can embed agility into their strategy execution processes and adapt to change at speed.

Strategy Execution Leaders provide the blueprint for Challengers and Laggards to follow. Challengers must overcome their complacency with the status quo. All need to invest in technology that connects strategy to execution and enables leadership teams to manage the complexity of change.

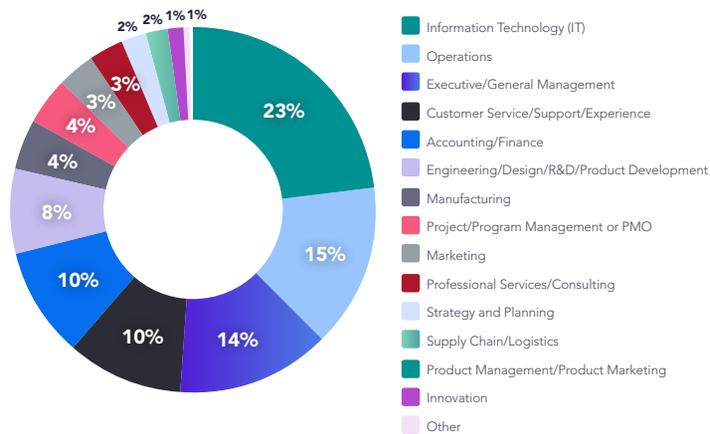
Organizations that continue to treat every change and disruption as a crisis management event – and do not evolve – will fall behind their faster competitors.

For more information about accelerating on-strategy delivery, visit [Planview.com/topics/managing-transformation](https://planview.com/topics/managing-transformation)

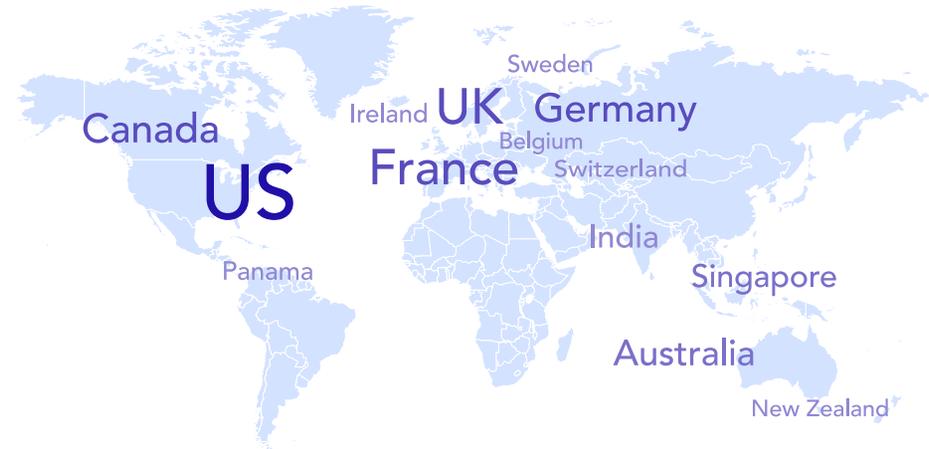
Survey Methodology and Demographics

- Nearly 1,000 business professionals (956) responded to a 10-minute online survey using Lucid B2B panel and the Planview customer database
- The survey was fielded December 3-22, 2020
- The survey was conducted as a blind survey for the panel respondents, who did not know Planview was the sponsor
- The survey was designed and analyzed by [Lawless Research](#)

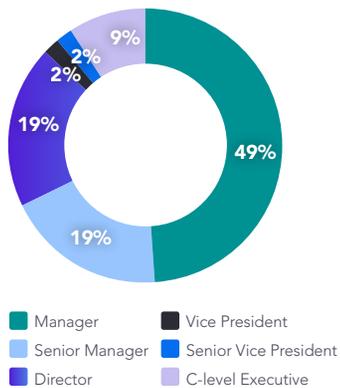
ROLE



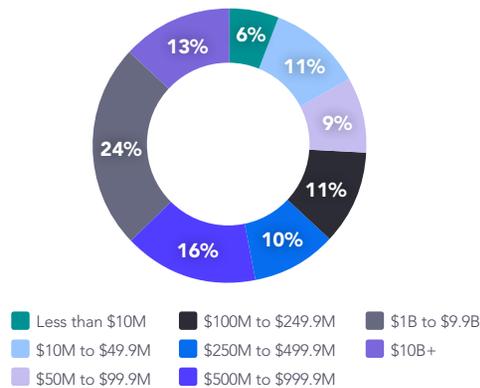
COUNTRIES



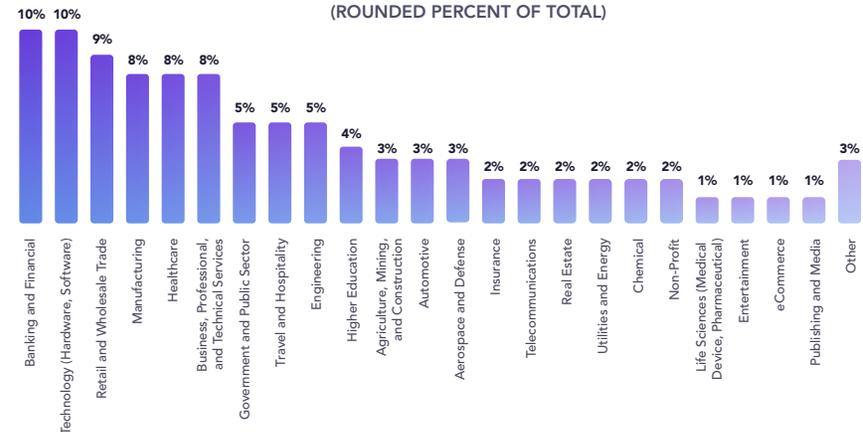
JOB LEVEL



ANNUAL REVENUE (US \$ OR EQUIVALENT)



INDUSTRY (ROUNDED PERCENT OF TOTAL)



About the Researchers



Lawless Research, an expert in research for the tech industry, provides companies with the business intelligence they need to make informed strategic decisions. Their rigorous and comprehensive studies help companies become thought leaders in their industries, design successful products, build brand awareness, increase customer retention, and grow their business worldwide. For more information, visit www.lawlessresearch.com.

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