

Planning Deconstructed:

5 Types of Planning Crucial to Delivering on Strategy
with a Dynamic and Continuous Approach

PLANVIEW®

PLANNING DECONSTRUCTED: 5 TYPES OF PLANNING CRUCIAL TO DELIVERING ON STRATEGY WITH A DYNAMIC AND CONTINUOUS APPROACH

Wouldn't it be great if achieving company goals and objectives were as easy as the crow flies: Winging it from point A to point B via the quickest, most direct route possible? Instead, it's more often like a slog over a mountain range: Getting a group of people to traverse all sorts of difficult terrain amid constantly changing conditions and a limited amount of visibility and resources. These circumstances make it difficult to thrive in this era of digital business.

These challenges are growing despite the amount of planning taking place in organizations every day. The very definition of digital transformation means that everything is getting more complicated and interconnected. There's pressure to move at hyper-speed and do more, often with less.

For many organizations incorporating technology into every part of their business starts with digitally transforming from the inside out. This push to be more technology-oriented is making product innovation and development even more complex. Yet it's integral to staying ahead of the competition.

Success requires coordinating more elements than ever: people, strategies, work, technology, and

outcomes. Teams are increasingly virtual, tasked with collaborating effectively across time zones, cultures, and disciplines. Leaders must synthesize and analyze tons of internal and external information in a timely manner, such as project status, customer demands, market conditions, competitive moves, and new technologies.

In this context, planning is more important than ever, but it could also be what's holding your organization back. In its 2018 report [*"Portfolio Ecosystems Continue to Evolve..."*](#) Forrester writes:

"The increasing role of digital transformation in outstanding customer experiences forces firms to take a strategic approach to portfolio management. Delivering in fast-paced business environments affects funding approaches, shortens planning cycles, and requires real-time feedback to adapt to change."

Today, planning processes must be integrated and continuous, enabling you to adjust and react to new information as well as take advantage of emerging opportunities. Too many enterprises persist with plans that are rigid, inadequate, and disconnected from other plans and strategies.

WHEN COMPLEXITY AND THE NEED FOR SPEED INCREASE, PLANNING DEFICIENCIES BECOME MAGNIFIED. THE KEY IS CONTINUOUS PLANNING FOR BUSINESS AGILITY. THIS REQUIRES GETTING A GRIP ON DEMAND MANAGEMENT FOR PRIORITIZATION OF KEY PROGRAMS AND INITIATIVES AND CREATING AN OPTIMIZED TOP-DOWN STRATEGIC PLAN.

Consider the types of planning that may be going on in your organization: project financial planning, annual planning, strategic planning, capacity planning, roadmapping, and more. This purpose of this paper is to outline different planning types and what a more continuous and agile approach to planning looks like. Assess your capabilities across each type and determine your organization's maturity level. You'll understand what it takes to create plans that enable you to continuously connect strategy to delivery.



BACK TO BASICS: WHAT IS PLANNING?

To remain competitive in today's dynamic business climate, organizations must rethink and connect planning at every level. Traditional definitions of planning are too limiting. Some define it more as an intellectual process, while others focus more on the execution aspects:

BusinessJargons.com:

"Planning is nothing but thinking before the action takes place."

Wikipedia:

"Planning is the process of thinking about the activities required to achieve a desired goal."

Merriam-Webster:

"Planning is "The act or process of making or carrying out plans."

BusinessDictionary.com:

"The planning process (1) identifies the goals or objectives to be achieved, (2) formulates strategies to achieve them, (3) arranges or creates the means required, and (4) implements, directs, and monitors all steps in their proper sequence."

While all of these definitions have some truth to them, they treat planning as the static, linear process of old. They neglect the critical planning elements needed today, such as continuous processes, feedback loops, and results measurement. Unfortunately, many executives and managers do as well.

For the purposes of this paper, we will use this definition of planning:

"The goal of planning is to ensure that the organization is executing on its strategy by making the right investment decisions and continuously aligning these with their strategic goals, financial constraints, and resource capacity."

In other words, in the face of constant change, plans must be dynamic and enable organizations to shift based on the latest data, while keeping resources aligned and mapped to outcome delivery at all times. This continuous planning process improves your ability to prioritize and adapt, ensuring you are delivering value to the business.



THE CHALLENGE: STASIS

The static, linear approach to planning limits organizational agility. Forrester provides three main reasons organizations fail at planning and strategic execution in its "[Eight Steps To Optimize Strategic Portfolio Management](#)" paper:

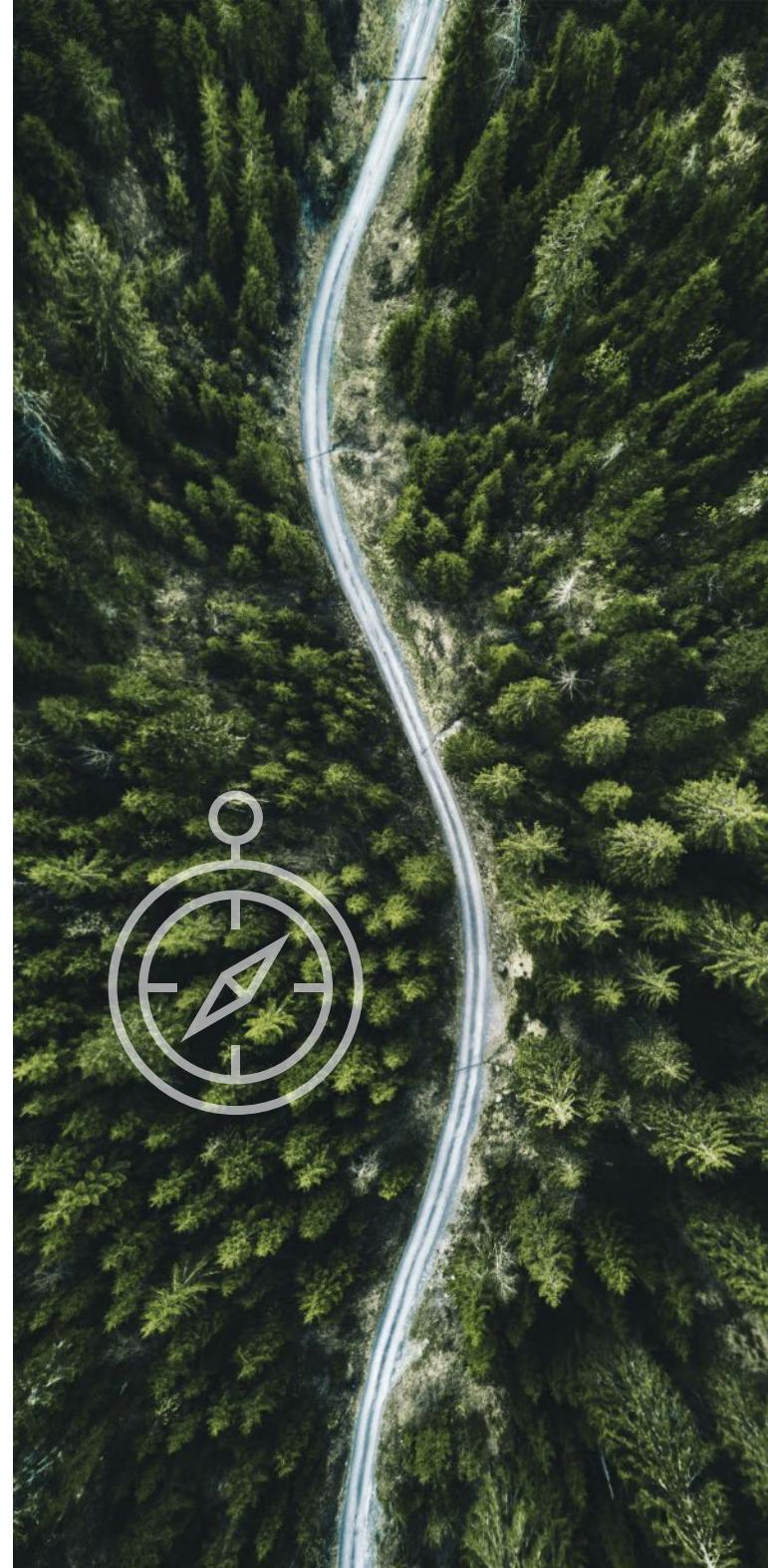
- **They have inflexible planning processes:** Leaders assume a broadly understood vision and single strategy to achieve it. They are stuck in annual planning cycles, beholden to a fixed strategy and budget that is outdated before the ink is dry. This inertia prevents them from successfully connecting strategy with execution.
- **They cannot adapt to market changes or seize new opportunities quickly enough:** Leaders do not have the centralized data or capability to make informed investment decisions based on current business conditions and demands. They cannot accurately assess scenarios and trade-offs between alternatives, which inhibits flexibility and competitiveness.
- **They lack the systematic feedback needed to course-correct:** Without real-time intelligence on project status and other variables, many leaders cannot adapt swiftly to solve problems or determine if projects are delivering on strategy. As a result, success is still tied to schedules and budgets.

The Tyranny of the Annual Plan

Executives will painstakingly create their meticulously refined "annual" plan each year – cultivating it like an exotic flower in a greenhouse. Then they expect the rest of the organization to fall in line. Often, they don't provide the leadership or tools needed to make the plan flexible.

Tied tightly to the budget but not to execution, the plan inhibits the power to pivot. Finance controls the budget but doesn't always drive the decisions or give approval for adjustments. Employees find it difficult to adapt to changes and exploit new opportunities. Departments such as IT and product development are expected to do more with the same or less capacity.

As a result, these "annual" plans don't last long. Some never take root at all. They just end up sitting on the shelf: Looking pretty with their bright colors in fancy presentations, but otherwise adding little value.





Trying to Execute Amidst Constant Change

Ironclad plans would be fine if business were predictable, yet the pace of change is accelerating. If asked, many organizations would say half of their actual accomplishments each year were not on the original plan.

An [IDG Research Services survey](#) found that 85 percent of CIOs and IT leaders deviate from their approved annual plan several times per year to meet new internal and external business requests. However, one-third of these IT departments are still evaluated on their original annual plan goals with no consideration for these additional demands.

Some value-blind PMOs and managers will make an unswerving commitment to the plan, treating it as a blueprint or set of instructions rather than a working document. In the Harvard Business Review article titled "[Why Strategy Execution Unravels](#)," the authors write: "After investing enormous amounts of time and energy formulating a plan and its associated budget, executives view deviations as a lack of discipline that undercuts execution." Uncomfortable with ambiguity and lack of control, they are disillusioned and upset if things do not go exactly as planned.

Lack of Agility

Executives and management are not the only ones to blame here. Project managers and others leading the PMO sometimes have a strict focus on plans, processes, and schedules to the detriment of agility. These "Zombie PMOs", as Gartner coined them, are just going through the motions and failing to elevate planning to a strategic level. They lack the skills, tools, or will to execute the overall strategic plan by continuously assessing and aligning priorities across the enterprise, especially in the face of priority shifts and adapting to changing market circumstances.

Another contributing factor to lack of agility is siloed organizations. Without an understanding of the bigger picture and what the company is trying to achieve, employees may unwittingly confine themselves to their own bubble. They end up working against the strategy by focusing on the wrong priorities. Today's complex, cross-functional initiatives require departments to collaborate like never before, so breaking down the silos is critical.

Poor Performance

Unfortunately, all of this leads to poor performance. Half of all strategic initiatives fail, according to PMI's [2018 Pulse of the Profession](#) report. Despite increasing budgets for innovation, Planview's [Sixth Product Portfolio Management Benchmark Study](#) found that only about half of product development organizations are meeting their target launch dates and revenue goals.

DO THE RIGHT PLANNING, WITH THE RIGHT PEOPLE, AT THE RIGHT TIME

To overcome these challenges, plans should be more like perennials: If properly nurtured, they can adapt to changing conditions and grow for years. They yield long-term benefits to the company. In "[Portfolio Ecosystems Continue to Evolve](#)," Forrester writes that:

"Successful organizations are now thinking differently, moving from annual budget-based planning to continuous planning that tightly integrates with work execution to better manage critical resources and continual value delivery."

To make this transition, your team, stakeholders, and leadership should get on the same page about the company's planning strategy. Some organizations are so siloed that many don't realize that there are different types of planning that

should be done across the enterprise to optimize and achieve strategy to delivery. A great starting point is having a shared understanding of all these different types of planning, what to consider for each, and answers to questions such as:

- When should you be doing one type of planning versus another?
- Who should be involved with each planning activity? When are they brought in to the conversation?
- What about the opportunity and outcomes you should expect to achieve?

Here's a look at each type of planning and what business outcomes you should be able to achieve if you are doing each one correctly.



TYPES OF PLANNING

Assessing Your Planning Processes

As you analyze each planning type, ask yourself the following questions:

- Who in the organization cares about planning? Who currently does the planning? How about the top-down strategic plan?
- Do you have a planning methodology or process in place?
- How often are you doing planning? How long is your planning cycle? How often do you re-visit your plan?
- Where are you doing planning? A dedicated tool? Spreadsheets? Third-party consulting? Don't know?
- Are your planning activities incorporating strategic priorities?
- Are you able to shift work easily when new priorities/projects come in? Do you understand the impact of trade-off decisions?



Planning Types

Project Financial Planning/Budgeting

Definition:

The purpose of financial planning is to manage the financial information associated with a project. If you are not doing this now, you should be. This financial information can represent the spend on resources to deliver work and on capitalized and expense/non-capitalized costs. It also includes the benefits associated with the realization of the project.

Different sets of financial data can be managed, representing the forecast or planned financials, the actual spend to date, and also baseline snapshots. These are taken at key approval and governance points, enabling organizations to measure project performance. Financial planning should also be used to manage and track high-level resource effort (by organization/role).

Program: Launch And Market Footwear In The Region	Financial Planning Detail											Version: Actual / Forecast [Forecast]				
	Pilot	Detail	Category: All Available Account Lines ▾	Currency	Effort	FTEs	Focus Control	Add a Line	Enter text to filter grid			Print	Export	Export As...		
		Description	Measures	2016	Jan 2017	Feb 2017	Mar 2017	Q1 2017	Apr 2017	May 2017	Jun 2017	Q3 2017	Q4 2017	2017		
			FTE	1.16	1.22	1.22	1.22	1.20	1.34	9.72	10.22	7.31	10.38	10.40		
			USD	\$245,000.00*	\$161,445.14	\$164,120.21	\$166,095.04	\$481,960.31	\$156,770.06	\$119,204.9	\$121,879.79	\$96,324.68	\$365,939.97	\$365,436.08		
			USD	\$245,000.00*	\$255,558.42	\$253,558.42	\$253,500.42	\$253,500.42	\$260,675.25	\$255,558.42	\$316,068.42	\$316,068.42	\$305,675.25	\$445,175.21	\$445,175.37	
			USD	\$245,000.00*	\$235,104.86	\$235,104.86	\$233,104.86	\$235,313.97	\$235,104.86	\$297,804.04	\$303,313.97	\$892,813.46	\$862,814.04	\$3,321,256		
			APAC	USD	\$245,000.00*	\$235,104.86	\$235,104.86	\$233,104.86	\$235,313.97	\$235,104.86	\$297,804.04	\$303,313.97	\$892,813.46	\$862,814.04	\$3,321,256	
			USD	\$18,648.00	\$18,648.00	\$18,648.00	\$18,648.00	\$24,944.02	\$18,648.00	\$18,648.00	\$18,648.00	\$18,648.00	\$24,944.02	\$18,648.00	\$18,648.00	
			USD	\$245,000.00*	\$155,456.86	\$153,456.86	\$153,496.86	\$480,399.39	\$155,456.86	\$153,456.86	\$153,496.86	\$153,496.86	\$480,399.39	\$480,399.39	\$480,399.39	
			USD	\$18,453.77	\$18,453.77	\$18,453.77	\$18,453.77	\$55,361.31	\$18,453.77	\$18,453.77	\$18,453.77	\$18,453.77	\$55,361.31	\$55,361.31	\$55,361.31	
			USD	\$10,065.69	\$10,066.69	\$10,066.69	\$10,066.69	\$36,197.07	\$10,065.69	\$10,066.69	\$10,066.69	\$10,066.69	\$36,197.07	\$36,197.07	\$36,197.07	
			USD	\$8,358.08	\$8,368.06	\$8,368.06	\$8,368.06	\$25,164.24	\$8,358.08	\$8,368.06	\$8,368.06	\$8,368.06	\$25,164.24	\$25,164.24	\$25,164.24	
			FTE	1.16	1.22	1.22	1.20	1.34	9.72	10.22	7.31	10.38	10.40	7.31		
			USD	\$56,176.26	\$53,501.20	\$52,526.26	\$51,720.81	\$185,851.31	\$52,676.21	\$203,251.31	\$202,878.16	\$203,251.31	\$202,878.16	\$186,755.82	\$186,553.92	\$186,553.92
			FTE	0.47	0.49	0.49	0.48	0.54	0.44	0.49	0.49	0.49	0.50	0.49	0.49	
			USD	\$11,457.87	\$10,912.26	\$12,549.10	\$34,919.23	\$12,023.49	\$11,457.87	\$12,023.49	\$34,868.43	\$34,868.43	\$34,017.47	\$34,017.46	\$34,017.46	\$34,425.01
			FTE	0.47	0.49	0.49	0.48	0.54	0.44	0.49	0.49	0.49	0.50	0.49	0.49	
			USD	\$11,457.87	\$10,912.26	\$12,549.10	\$34,919.23	\$12,023.49	\$11,457.87	\$12,023.49	\$34,868.43	\$34,868.43	\$34,017.47	\$34,017.46	\$34,017.46	\$34,425.01
			FTE	0.47	0.49	0.49	0.48	0.54	0.44	0.49	0.49	0.49	0.50	0.49	0.49	
			USD	\$11,457.87	\$10,912.26	\$12,549.10	\$34,919.23	\$12,023.49	\$11,457.87	\$12,023.49	\$34,868.43	\$34,868.43	\$34,017.47	\$34,017.46	\$34,017.46	\$34,425.01
			FTE	0.47	0.49	0.49	0.48	0.54	0.44	0.49	0.49	0.49	0.50	0.49	0.49	
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			USD	\$11,457.87	\$10,912.26	\$12,549.10	\$34,919.23	\$12,023.49	\$11,457.87	\$12,023.49	\$34,868.43	\$34,868.43	\$34,017.47	\$34,017.46	\$34,017.46	\$34,425.01
			FTE	0.47	0.49	0.49	0.48	0.54	0.44	0.49	0.49	0.49	0.50	0.49	0.49	
			USD	\$11,457.87	\$10,912.26	\$12,549.10	\$34,919.23	\$12,023.49	\$11,457.87	\$12,023.49	\$34,868.43	\$34,868.43	\$34,017.47	\$34,017.46	\$34,017.46	\$34,425.01
			FTE	0.47	0.49	0.49	0.48	0.54	0.44	0.49	0.49	0.49	0.50	0.49	0.49	
			USD	\$11,457.87	\$10,912.26	\$12,549.10	\$34,919.23	\$12,023.49	\$11,457.87	\$12,023.49	\$34,868.43	\$34,868.43	\$34,017.47	\$34,017.46	\$34,017.46	\$34,425.01
			FTE	0.47	0.49	0.49	0.48	0.54	0.44	0.49	0.49	0.49	0.50	0.49	0.49	
			USD	\$11,457.87	\$10,912.26	\$12,549.10	\$34,919.23	\$12,023.49	\$11,457.87	\$12,023.49	\$34,868.43	\$34,868.43	\$34,017.47	\$34,017.46	\$34,017.46	\$34,425.01
			FTE	0.47	0.49	0.49	0.48	0.54	0.44	0.49	0.49	0.49	0.50	0.49	0.49	
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			FTE	0.47	0.49	0.49	0.48	0.54	0.44	0.49	0.49	0.49	0.50	0.49	0.49	
			USD	\$11,457.87	\$10,912.26	\$12,549.10	\$34,919.23	\$12,023.49	\$11,457.87	\$12,023.49	\$34,868.43	\$34,868.43	\$34,017.47	\$34,017.46	\$34,017.46	\$34,425.01
			FTE	0.47	0.49	0.49	0.48	0.54	0.44	0.49	0.49	0.49	0.50	0.49	0.49	
			USD	\$11,457.87	\$10,912.26	\$12,549.10	\$34,919.23	\$12,023.49	\$11,457.87	\$12,023.49	\$34,868.43	\$34,868.43	\$34,017.47	\$34,017.46	\$34,017.46	\$34,425.01
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			FTE	0.47	0.49	0.49	0.48	0.54	0.44	0.49	0.49	0.49	0.50	0.49	0.49	
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			USD	\$11,457.87	\$10,912.26	\$12,549.10	\$34,919.23	\$12,023.49	\$11,457.87	\$12,023.49	\$34,868.43	\$34,868.43	\$34,017.47	\$34,017.46	\$34,017.46	\$34,425.01
			FTE	0.47	0.49	0.49	0.48	0.54	0.44	0.49	0.49	0.49	0.50	0.49	0.49	
			USD	\$11,457.87	\$10,912.26	\$12,549.10	\$34,919.23	\$12,023.49	\$11,457.87	\$12,023.49	\$34,868.43	\$34,868.43	\$34,017.47	\$34,017.46	\$34,017.46	\$34,425.01
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			USD	\$11,457.87	\$10,912.26	\$12,549.10	\$34,919.23	\$12,023.49	\$11,457.87	\$12,023.49	\$34,868.43	\$34,868.43	\$34,017.47	\$34,017.46	\$34,017.46	\$34,425.01
			FTE	0.47	0.49	0.49	0.48	0.54	0.44	0.49	0.49	0.49	0.50	0.49	0.49	
			USD	\$11,457.87	\$10,912.26	\$12,549.10	\$34,919.23	\$12,023.49	\$11,457.87	\$12,023.49	\$34,868.43	\$34,868.43	\$34,017.47	\$34,017.46	\$34,017.46	\$34,425.01
			FTE	0.47	0.49	0.49	0.48	0.54	0.44	0.49	0.49	0.49	0.50	0.49	0.49	
			USD	\$11,457.87	\$10,912.26	\$12,549.10	\$34,919.23	\$12,023.49	\$11,457.87	\$12,023.49	\$34,868.43	\$34,868.43	\$34,017.47	\$34,017.46	\$34,017.46	\$34,425.01
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			USD	\$11,457.87	\$10,912.26	\$12,549.10	\$34,919.23	\$12,023.49	\$11,457.87	\$12,023.49	\$34,868.43	\$34,868.43	\$34,017.47	\$34,017.46	\$34,017.46	\$34,425.01
			FTE	0.47	0.49	0.49	0.48	0.54	0.44	0.49	0.49	0.49	0.50	0.49	0.49	
			USD	\$11,457.87	\$10,912.26	\$12,549.10	\$34,919.23	\$12,023.49	\$11,457.87	\$12,023.49	\$34,868.43	\$34,868.43	\$34,017.47	\$34,017.46	\$34,017.46	\$34,425.01
			FTE	0.47	0.49	0.49	0.48	0.54	0.44	0.49	0.49	0.49	0.50	0.49	0.49	
			USD	\$11,457.87	\$10,912.26	\$12,549.10	\$34,919.23	\$12,023.49	\$11,457.87	\$12,023.49	\$34,868.43	\$34,868.43	\$34,017.47	\$34,017.46	\$34,017.46	\$34,425.01
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			USD	\$11,457.87	\$10,912.26	\$12,549.10	\$34,919.23	\$12,023.49	\$11,457.87	\$12,023.49	\$34,868.43	\$34,868.43	\$34,017.47	\$34,017.46	\$34,017.46	\$34,425.01
			FTE	0.47	0.49	0.49	0.48	0.54	0.44	0.49	0.49	0.49	0.50	0.49	0.49	
			USD	\$11,457.87	\$10,912.26	\$12,549.10	\$34,919.23	\$12,023.49	\$11,457.87	\$12,023.49	\$34,868.43	\$34,868.43	\$34,017.47	\$34,017.46	\$34,017.46	\$34,425.01
			FTE	0.47	0.49	0.49	0.48	0.54	0.44	0.49	0.49	0.49	0.50	0.49	0.49	
			USD	\$11,457.87	\$10,912.26	\$12,549.10	\$34,919.23	\$12,023.49	\$11,457.87	\$12,023.49	\$34,868.43	\$34,868.43	\$34,017.47	\$34,017.46	\$34,017.46	\$34,425.01
			FTE	0.47	0.49	0.49	0.48	0.54	0.44	0.49	0.49	0.49	0.50	0.49	0.49	
			USD	\$11,457.87	\$10,912.26	\$12,549.10	\$34,919.23	\$12,023.49	\$11,457.87	\$12,023.49	\$34,868.43	\$34,868.43	\$34,017.47	\$34,017.46	\$34,017.46	\$34,425.01
			FTE	0.47	0.49	0.49	0.48	0.54	0.44	0.49	0.49	0.49	0.50	0.49	0.49	
			USD	\$11,457.8												

Business outcomes checklist: Are you doing project financial planning right?

Assess your capabilities and level of maturity

- We can manage the financial data associated with our projects in a structure that aligns with our organizational financial data model.
 - We can forecast the costs and effort required to deliver each project and also the benefits or revenue they are anticipated to generate. We use this information to calculate investment KPIs and inform the business case.
 - We can manage the actual costs and actual effort consumed in the execution of a project and forecast the remaining costs and effort to complete the project.
 - We can monitor project financial performance against an approved baseline spend and alert projects that are forecast to exceed the approved financial baseline.
 - We can capture additional financial baselines for comparison and performance measures.
 - We can consolidate financial data across the portfolio of projects and provide financial analytics and reports.

Planning Types

Strategic Planning

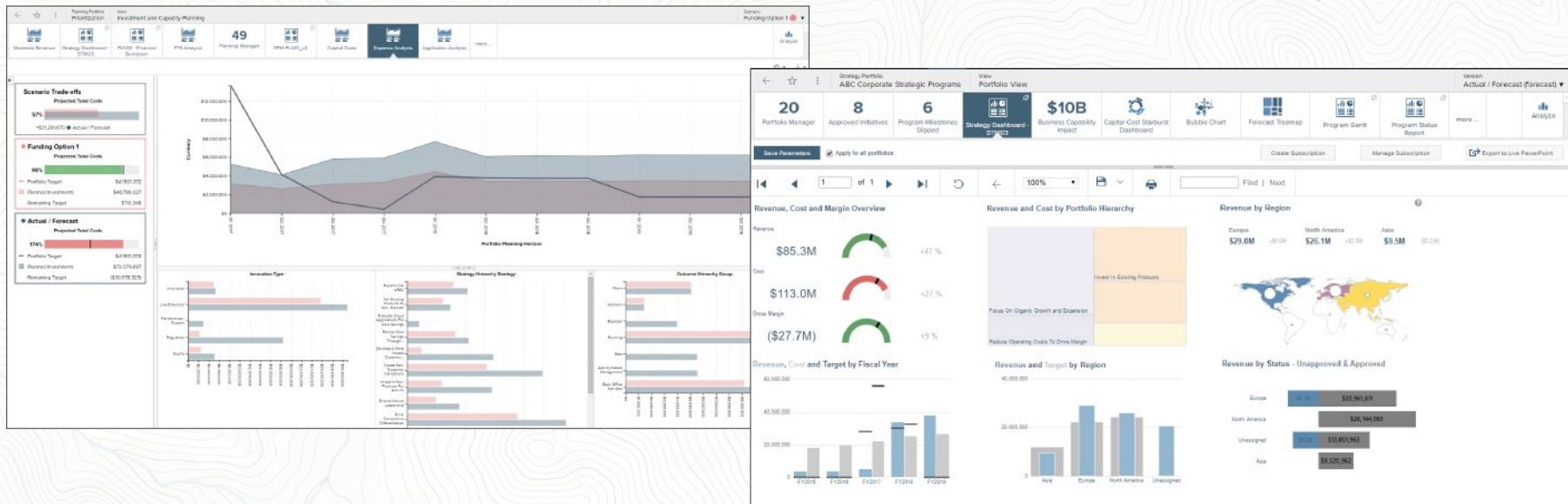
Definition:

Organizations use strategic planning to define and manage the strategic missions and initiatives. Strategic planning is essential, especially in larger enterprises where lack of direction leads to conflicting priorities. While strategic planning is usually undertaken at the executive or upper-management level, project management teams often contribute to the decision-making process around potential programs and projects, and they certainly need to have a direct line to deliver on the initiatives planned. Strategic planning lets you drive high-level objectives and strategies into progressively more detailed components, such as programs, based on financial return, resource demands (labor, financial, or both), dates, and benefits.

Business outcomes checklist: Are you doing strategic planning right?

Assess your capabilities and level of maturity.

- We can define our organizational strategy in the form of a strategic plan.
- We can describe and define the elements of this strategic plan as well as assign ownership.
- We can define budgets and targets for the elements of the strategic plan and use them to fund initiatives and programs.
- We can easily shift and adapt the strategic plan based on real-time data, as market and competitive forces change strategic priorities, or as continuous improvements to the business model occur.
- We can track progress against the strategic plan, with executive-level visibility into the real-time status of portfolios and programs and KPI performance.

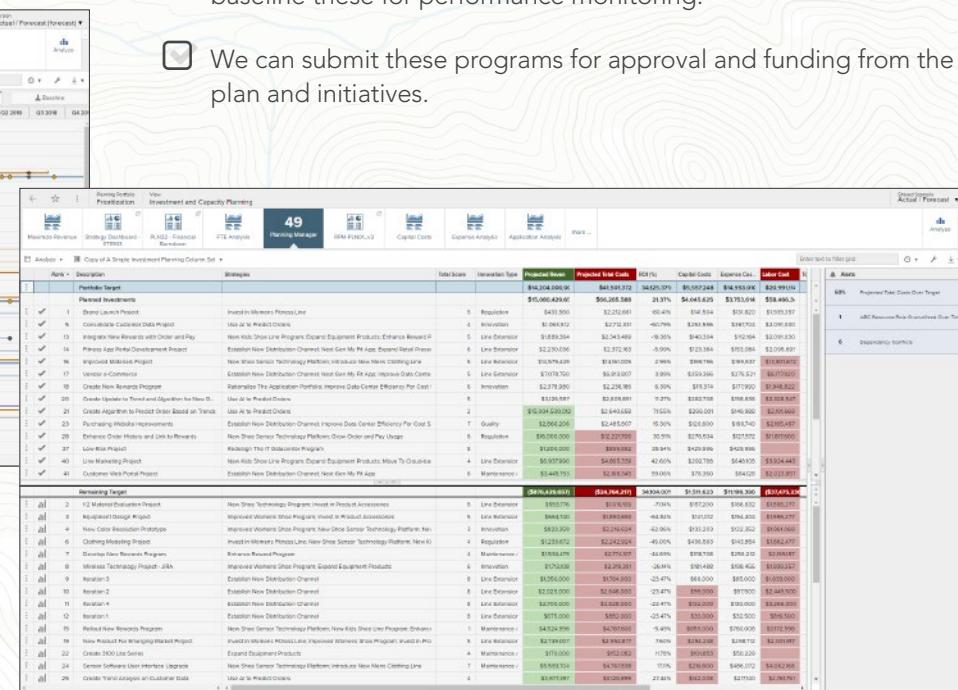
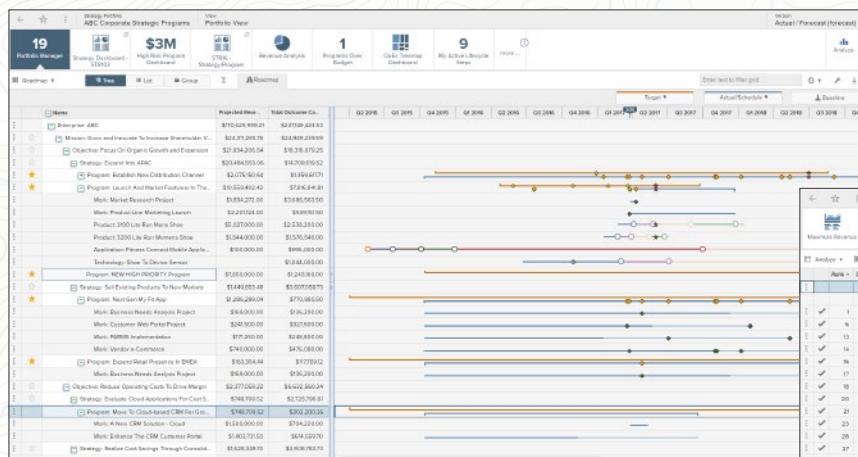


Planning Types

Program Planning

Definition:

Program management is the translation of strategic objectives into measurable business outcomes, coupled with the integration of the many related initiatives required for the outcome to be realized. These strategic business objectives are often transformational in nature and cross departments or business units. Good program planning supports the creation, business case development, and approval of programs that will deliver the organizational strategic initiatives and business outcomes.



Business outcomes checklist: Are you doing program planning right?

Assess your capabilities and level of maturity.

- We can initiate new programs to deliver the initiatives defined in our strategic plan. We can describe and categorize these initiatives and assign ownership, providing an inventory of all of our programs.
- We can estimate the costs, benefits, and revenue associated with these initiatives, aligned with our organizational financial data model, to develop the business case for the program.
- We can define a schedule and milestones to describe the timeline for delivery of the program. When the programs move into execution, we can then baseline these for performance monitoring.
- We can submit these programs for approval and funding from the strategic plan and initiatives.

Planning Types

Investment and Capacity Planning

Definition:

Organizations are enabled to manage strategic funding and performance from strategy to initiatives. In the face of constant change, you must be able to continuously analyze current investments vs. new demands in the context of the whole portfolio. An investment-centric approach creates capital plans that integrate strategic and organizational financials to promote visibility and drive performance. You should be able to continually assess portfolio priorities against capacity to determine which combination best advances the company's growth, innovation, or transformational goals.

The image displays four separate Oracle Planning dashboards, each showing different facets of investment and capacity management:

- Dashboard 11: Planning Portfolio - Investment and Capacity Planning** (Top Left): Shows a Gantt chart for May 2018 to Jan 2019 across various projects like "Program: Complete Job Data In Next Gen Analytics Cloud" and "Program: Improve Data Quality Efficiency For Local Savings". It includes resource utilization and budget details.
- Dashboard 49: Resource Planning** (Top Right): A detailed view of resource utilization for "Resource Utilization" and "Resource Rate: Programmes". It tracks metrics like "Actual Resource Utilization" and "Planned Resource Utilization".
- Dashboard 56: Planning Portfolio - Work Plan** (Bottom Left): Focuses on work plans, showing tasks like "Create ESG Law Section", "Purchase Stakeholders", and "Work: Agile Project". It includes a "Total Cost" section and a "Financial Burden" table.
- Dashboard 1: Portfolio Planning** (Bottom Right): A comprehensive view of the planning portfolio, including sections for "Capital Analysis", "Benefit Analysis", "Strategic Dashboard", and "Financial Burden". It lists projects such as "ABC Resource Role: Business Analyst" and "ABC Resource Role: Designer".

Business outcomes checklist: Are you doing investment and capacity planning right?

Assess your capabilities and level of maturity.

- We are able to make investment approval decisions in the context of the overall portfolio of investments.
- We can rank a portfolio of investments based on our organization's priorities and drivers.
- We have the ability to analyze a portfolio of investments against a financial or resource capacity time-phased budget or target. We can also understand the impact of trade-off decisions on our ability to deliver the portfolio targets within the financial and/or resource capacity budget.
- We are able to identify resource capacity bottlenecks that will impact the delivery of the portfolio and to balance the delivery of the portfolio within capacity constraints.

Planning Types

Outcome Planning and Roadmapping

Definition:

Outcomes are what your investments deliver in pursuit of strategic goals. Outcomes define the products, services, technologies, applications, or other types of deliverables that are required to deliver the organization's strategic plan. Understanding the outcomes needed to deliver the strategy are key to breaking down the silos. You can then bring the right expertise across products, technology, applications, and services into a plan that crosses business units, teams, and geographies.

There are various outcome planning processes. Generally, those who plan for and decide what outcomes to pursue will work with project managers to create the milestones and release schedule, as well as determine new outcomes necessary. Along the way, there are usually approvals from the financial planning staff and strategic planners. The ongoing outcome lifecycle will ensure that the correct people approve and review outcomes as they are prototyped, tested, developed, and later refined.

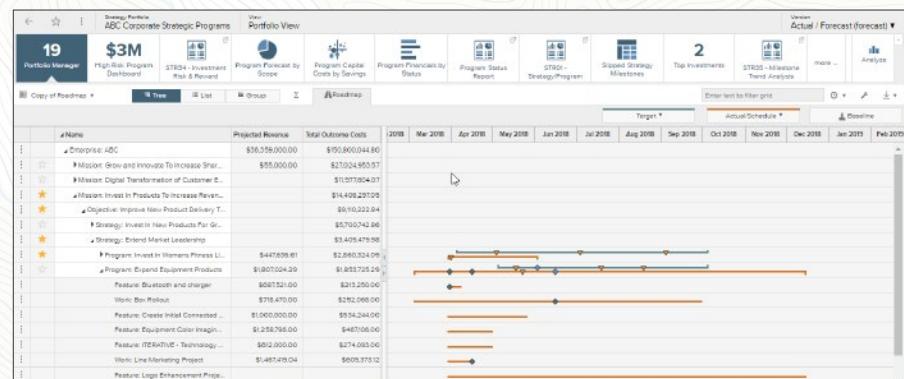
Roadmapping defines the timeline and dependencies of the strategic programs and projects that deliver the outcome. Organizations need a true dynamic strategic roadmap that they can operate and manage across the enterprise. It's about creating a map, depicting the milestones, connected applications and technology, and projected investments to get to your destination, even for the most complex of strategies.

Then, you should be able to update the roadmap based on recent real-time shifts, developments, tested and modified assumptions, other priorities, resource and capacity constraints, and the daily twists and turns of executing the plan. As you learn new information, you can adjust the plan to continuously evaluate, update, and optimize the roadmap, which feeds into prioritization and capacity planning.

Business outcomes checklist: Are you doing outcome planning and roadmapping right?

Assess your capabilities and level of maturity.

- We can define the outcomes required by our organization to realize our strategic plan, and we can describe and categorize these outcomes.
- We can estimate the costs, benefits, and revenue associated with each outcome.
- We can define a roadmap for realization of the outcome, in terms of the planned dates for delivery of the outcome and dates for the stages of the outcome's lifecycle.
- We can define how the outcome will be delivered, through strategic programs and projects, and understand the cross-organizational dependencies and timeline.
- We can baseline the outcome roadmap for performance monitoring.



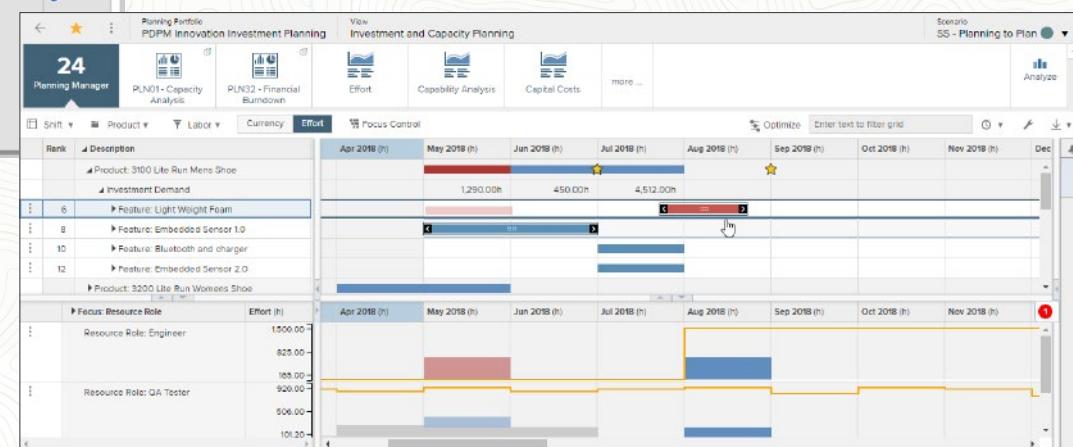
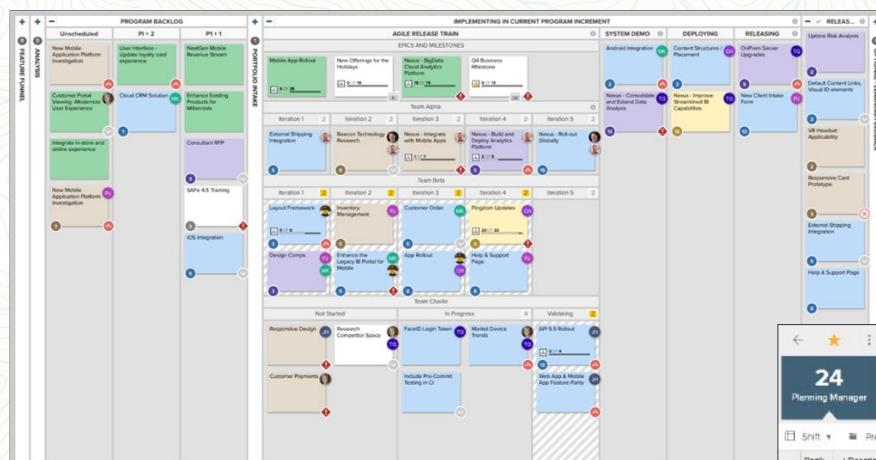
Other Planning Types

Consider these additional types of planning as part of your organization's overall planning strategy.

Release Planning

Definition

A release is a categorization method that helps organize and control the building, maintaining, and launching of products, applications, and services. Release management allows organizations to track and manage releases and their associated products and projects.



Business outcomes checklist: Are you doing release planning right?

Assess your capabilities and level of maturity.

- We can plan product and project requirements in the context of releases to communicate priority and eliminate overloads.
- We can bundle features and changes into a targeted release, minimizing the impact on the user or customer and more accurately predicting resource demand.
- We can communicate release dates and product requirements for each release, leading to clear visibility of the scope of a release and, ultimately, higher customer satisfaction.
- We can determine the date dependencies between releases, projects, and products or applications to ensure on-time delivery. This is usually achieved with release roadmaps.

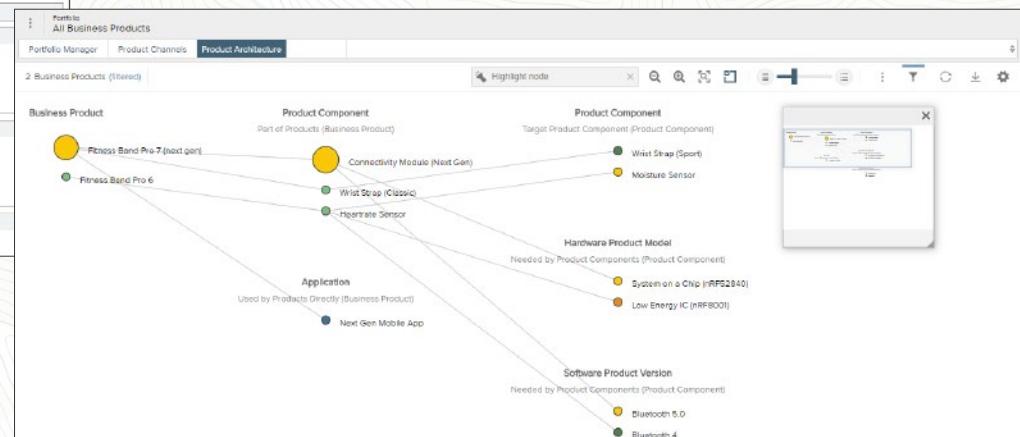
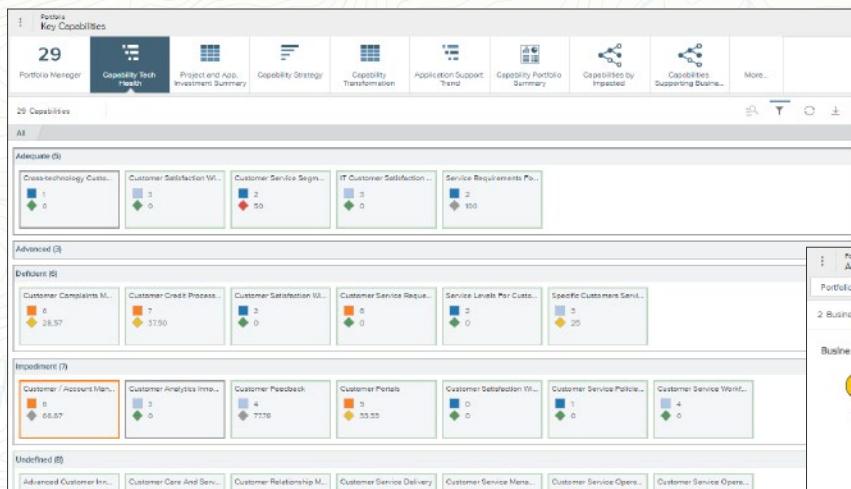
Other Planning Types

Technology Portfolio Planning

Definition:

To maximize strategic delivery across the enterprise, it is important to assess, identify, and optimize the technology and applications that are integral to projects and programs. Technology planning and roadmapping helps business leaders see the impact of proposed technology portfolio changes on business capabilities.

Technology portfolio planning provides new levels of transparency and enables business stakeholders and technology owners to jointly create technology plans that advance capabilities and realize digital strategies.



Business outcomes checklist: Are you doing technology portfolio planning right?

Assess your capabilities and level of maturity.

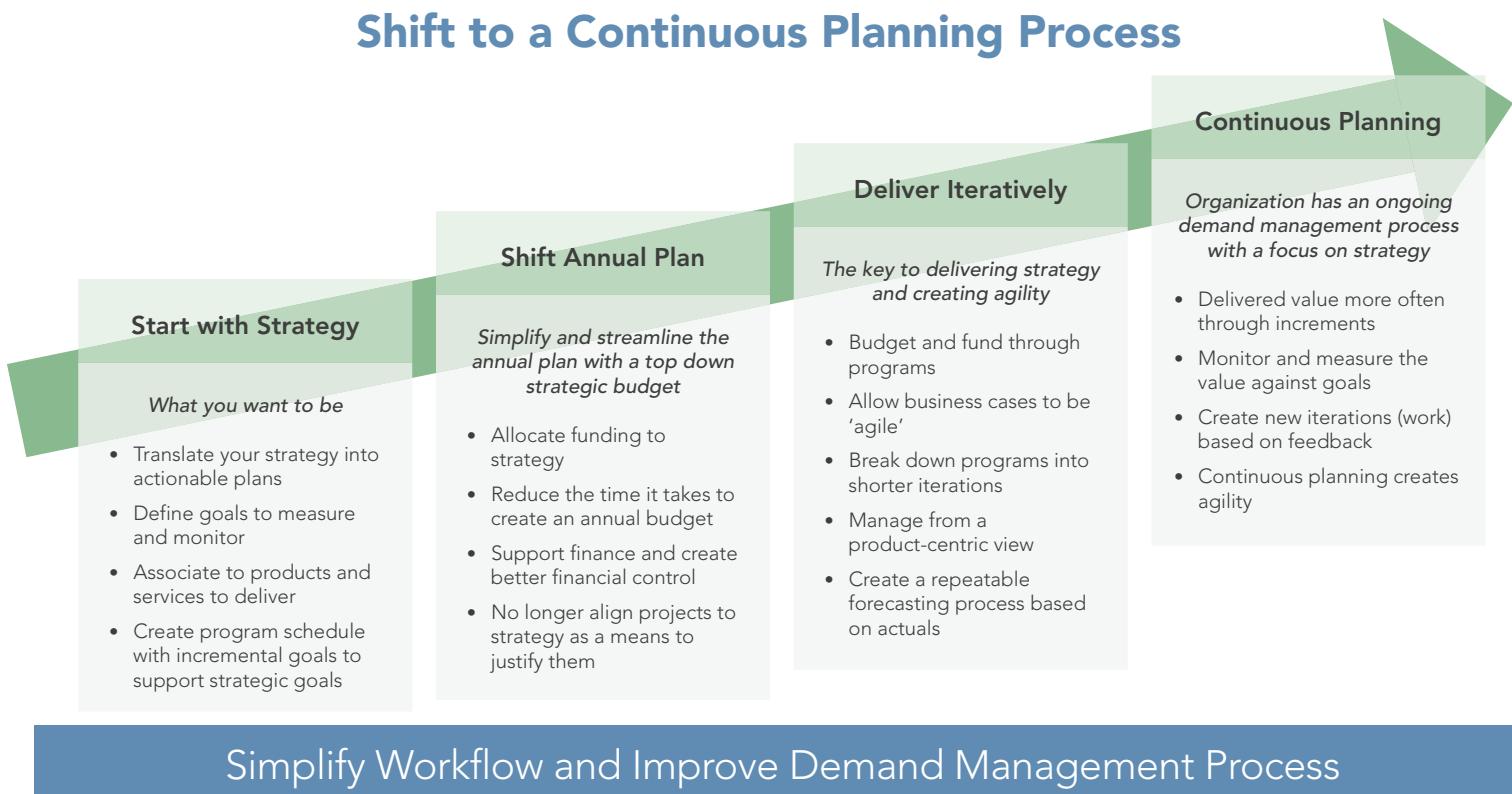
- We have the ability to answer questions about the applications and technologies that are deployed across the business.
- We can determine who the owners of the applications and technologies are.
- We can ascertain which applications and technologies are about to go unsupported due to their end-of-life date.
- We are able to verify which business capabilities are impacted due to these unsupported technologies.
- We can establish which critical assets are exposed to delivery risks based on these vulnerabilities.
- We can choose what additional applications and technologies we need to realize our objectives.

GET STARTED: INCREMENTAL STEPS TO A CONTINUOUS PLANNING APPROACH

It may seem daunting to overcome the challenges of decades of traditional planning processes. To shift to continuous planning, you must think about not only optimizing each one of these planning types, but also integrating them (not to mention getting everyone on the same page). Most organizations lack planning software that can connect all the different types of planning and integrate strategy with delivery, but it's critical, especially in today's fast-paced business environment.

No matter how far along your organization is with continuous planning, you are in a prime position to lead this charge and create a stronger connection between strategy to day-to-day execution and delivery.

Use the maturity model to identify where you are and take steps towards a more strategic approach to planning. It is simple to get started with incremental progress:



Steps to optimize your planning process to manage the portfolio and deliver on strategy faster.

You don't have to have a perfectly defined model to implement planning capabilities within your organization: Even if your leadership still takes a very traditional, budget-based approach to annual planning, you can elevate the process on your end. Ensure that you understand the strategy and ask the right questions before going into execution mode. Then you can determine prioritization, funding, and staffing across portfolios.

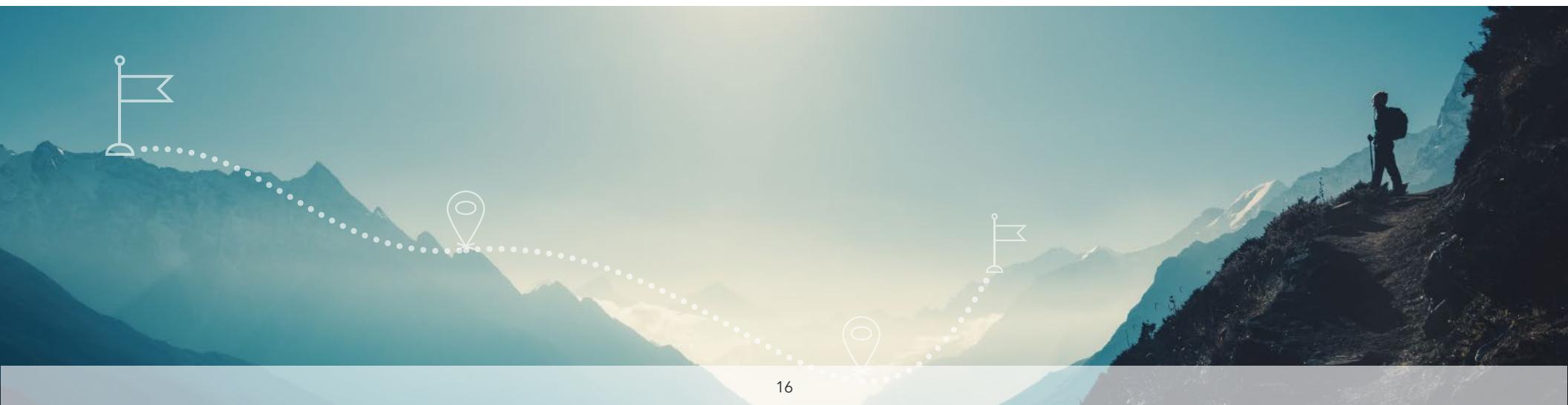
Taking a portfolio management focus is critical. Rather than just planning and managing products, applications, or services separately, start planning and managing across portfolios. You also need to be funding and planning resources at least on a quarterly or monthly basis. Think of it as a cycle where you can constantly iterate, revisit assumptions, and adjust the plan.

You don't have to implement all planning capabilities all at once. For example, to shift into continuous planning, you can start with demand management, even if it wasn't part of your annual planning process.

Rigid annual planning processes may stifle the ability to bring in new demand throughout the year. Relaunching demand management will improve your ability to analyze new demand against your strategic goals and in-flight work. Your organization can stop blindly saying yes to everything and only bring in projects that you have capacity for and that will actually realize value for the business.

Take the following steps to restart your demand management processes:

- 1. Identify the people involved:** Who collects the information? Who consumes it? These groups will look different for every organization, so understanding who is involved is key to successful planning.
- 2. Understand your organization's process:** How long do your planning processes take? How painful are they? Is every phase/step identified a critical component that streamlines the process?
- 3. Analyze and understand the data:** Focus on collecting the data that matters most rather than wasting time on investments that will never get approved. By doing so, you'll reduce the time it takes to collect and consolidate data. This will produce information that is better suited to drive decisions.
- 4. Define your demand management process:** Think about the 50 percent of projects you'll have to collect that aren't a part of the annual plan and understand what exactly is being delivered from a strategic perspective.
- 5. Create a repeatable forecasting process:** A regular cadence allows you to measure value against new demand. It isn't disruptive when measured against the annual plan and allows you to forecast on a more regular basis.



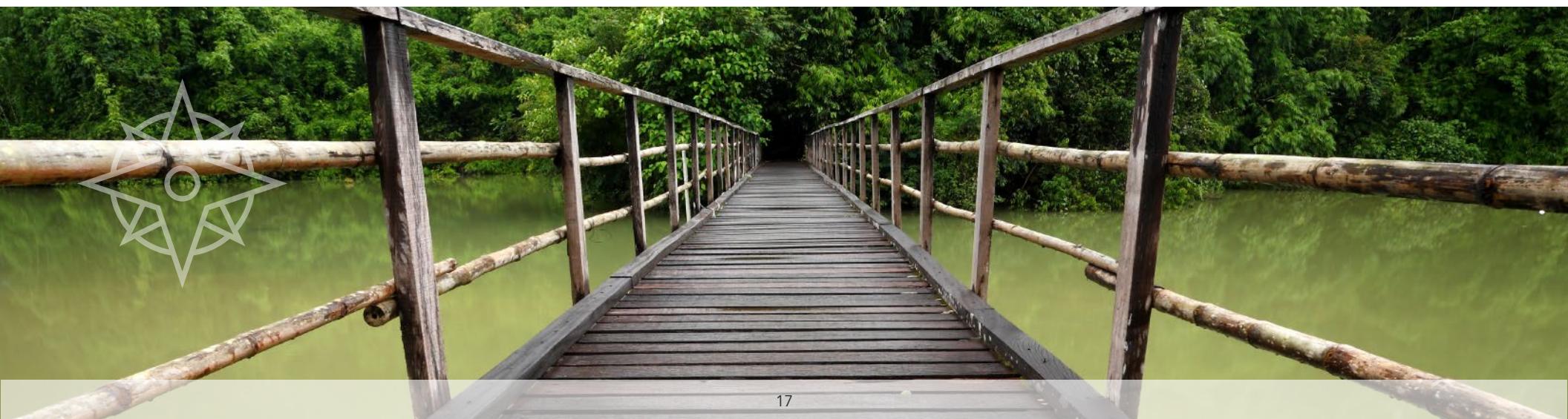
CHOOSE SOFTWARE THAT INTEGRATES PLANNING ENTERPRISE-WIDE

Managing the complexity of digital transformation initiatives as well as creating new products and services requires software that brings everything together into one system of record that rolls up to the integrated strategic portfolio.

Business outcomes checklist: Is your software enabling you to do planning right?

Assess your capabilities and level of maturity.

- We are able to translate strategy into delivery on an organization-wide, cross-functional scale.
- We can align the projects, programs, finances, applications, and technology and build top-down plans that deliver on the organization's strategy.
- We efficiently plan and optimize people, costs, work, technology, and business capabilities.
- We can prioritize, and rank projects based on their alignment with corporate strategies and financials.
- We can perform "what-if" analyses and compare scenarios based on resource utilization, capacity, and funding against benefits, risks, and ROI.
- We can visualize the relationships across portfolios integrating strategy, capability, applications, programs, and projects.
- We can configure role-based screens, reports, dashboard analytics, and workflows based on health data from the projects, programs, and portfolios across the enterprise. Information can be easily shared across the organization to teams, management, stakeholders, and executives.
- We can easily adapt plans as conditions and priorities change.



PLANVIEW IS YOUR PARTNER

Planview's work and resource management solutions provide all these capabilities and more to break down silos, integrate portfolios, and provide top-down and bottom-up visibility into how everything is tracking toward strategy and KPIs. Together, we can help bridge the capabilities to your planning processes and set your organization on the path toward success.

Customers have shared the following examples of benefits realized with planning capabilities in Planview's solutions:

- Increased productivity by automating portions of annual planning by 20 percent
- Reduced cycle time to forecast and analyze impacts of decisions from months to weeks and even down to hours
- Prevented losing strategy (and innovation) to lower priorities and the status quo
- Realized 25 percent more strategic benefit by measuring and monitoring key initiatives
- Saved \$900,000 by achieving a 20 percent efficiency in the planning cycle, which decreased the capital planning forecast process by one week a month

Hit the Road with Confidence via Dynamic, Continuous Planning

Traversing mountain ranges in today's business landscape can be a challenge, making it critical to plan continuously and be ready for contingencies. The key is to connect your growth and innovation strategy to the resources and the work being delivered. Understanding the different types of planning that are necessary to the enterprise and how you can benefit from a continuous approach will help you better deliver programs, drive digital transformation, and fuel growth strategies to deliver the products, services, and customer experiences that make your company a success.

For more information and to learn more about enabling your organization to take action with Planview's planning capabilities, visit Planview.info/Planning or email market@planview.com