

A woman with blonde hair and glasses is standing and presenting to a group of people seated around a table in a meeting room. She is pointing at a whiteboard. The room has large windows with a view of trees and a bright sun. There are laptops, papers, and a coffee cup on the table. The text is overlaid on the left side of the image.

# What If?

## Scenario planning your project portfolio

Making the right capacity  
planning decisions

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## What's the rationale for scenario planning?

Making strategic organisational changes has widespread implications. Performance improvements from a successful transformation project can impact a wide range of metrics, including turnover, relative market share, and net promoter score, as well as having a positive effect on more qualitative measures such as company reputation and staff morale.

Of course, if a project fails the fall-out can be catastrophic.

The big challenge at this level, is how to identify the best way to allocate resources from your range of preferred options.

And this is where capacity scenario planning is so useful.

Being able to test different scenarios – “what if we did x” or “how about if we tried y” – within a PPM solution allows you to visualise the resource requirements for each, enabling you to make an informed decision on your best path forward.





## How does a PPM platform help with scenario planning?

Because an enterprise project and portfolio management (PPM) solution provides a comprehensive view of the whole organisation's portfolio, it is ideally suited for capacity scenario planning. Rather than having to draw information about individual projects from the relevant project managers, the necessary details will already be curated in one place.

With a PPM platform that shifts focus away from projects to a product focus, it is easier to align with strategic priorities, which ensures that all areas of the business are heading in the same direction. It also means less internal friction, as goals should inherently be complementary.

**To make sure you're not missing vital viewpoints when picking the path for your business, choose a PPM solution that allows you to share and discuss different scenarios with relevant stakeholders.**

## CUSTOMER INSIGHT FROM PPM

We were shocked to realise how much we were wasting on initiatives that weren't aligned to our strategic objectives.



## What factors might be considered in portfolio scenario planning?

Obviously you will want to consider key metrics such as costs, budget, ROI, and strategic priorities for any proposed scenarios. But you will also be able to look at adjusting parameters involved with capacity planning. These include the skill level and availability of staff, project timings, areas with spare resource capacity, and the feasibility of potential opportunities.

### **Resource use**

Identifying resources which are under- or over-allocated allows you to take the proactive step of reallocating them from or to other projects. Any potential conflicts in resource use can be nipped in the bud, and alternative scenarios run instead.

### **Time**

By moving start dates around, you can explore the consequences of changing the priority of activities. You can also work out how to prevent bottlenecks theoretically via a scenario rather than making the costly mistake of failing to spot them until they appear in practice.

### **Flexibility**

Looking at different scenarios enables you to test strategic priorities. This is particularly useful for understanding any changes in direction, and the effect these will have on the portfolio and its performance.

**Scenario planning allows you to check feasibility of opportunities and work out when to introduce them for optimum impact.**

Because scenario planning enables you to make comparative assessments of a range of different scenarios by tweaking various parameters and observing the consequences, it allows you to make faster, more informed strategic decisions.

And it's essential to be able to adjust scenarios over time, in accordance with changing business needs. For example, if your strategic focus moves from onboarding customers to cost reduction via automation, you can test new scenarios accordingly.



## Making the investment case for scenario planning

To make the case for investment, consider two scenarios for portfolio management:

### Scenario A

Based on individual time-defined projects, without a fully joined-up overview or scenario planning.

### Scenario B

Based on a product-focused enterprise PPM solution, with a comprehensive overview and integral scenario planning functionality.

When you see two such options, it's natural to start thinking about their respective pros and cons. What are the implications for your business? What are the impacts on resources – people, finances, and time?

You want an answer. To understand the business consequences of choosing either scenario.

Which of course means that scenario planning has made the case for itself!

## CUSTOMER INSIGHT FROM PPM

We used to plan annually. But we never accounted for projects that would get shelved during the year. We hadn't considered what should happen to any budget that was freed up.

There could be large amounts of money just sitting there, and it got used. But what was this budget re-allocated to? Before enterprise PPM, we were not making the best strategic use of our resources.



## How to optimise scenario planning for your business

Using a PPM solution with scenario planning functionality can add value straight out of the box. Focus on one or two metrics with your roadmap, then build out from there. Using real data is ideal, but if you only have estimates, start with those, then fill in values as you go along.

In business, change is inevitable. So, when it happens, being able to act quickly and replan budgets is a major benefit. With scenario planning, ideas from a wish list can be checked out then upgraded to approved status rapidly, should budget become available at short notice.

As with the implementation and optimisation of any new solution, it's helpful to draw on the experience of those who already have relevant expertise. Ignite Technology is a Broadcom Partner with many years' experience implementing and configuring Clarity for organisations pursuing digital transformation

initiatives. This includes the optimisation of the platform's scenario planning functionality.

Creating scenarios and making temporary changes that will assist in specific decisions such as investment dates and team allocations is second nature to us. And we can advise on how to optimise interdepartmental visibility of shared resources.

**Would you like to wave goodbye to the frustrations of wasted budget, resource allocation conflicts and missed targets? Get in touch today to find out how we can help you set up effective optimised scenario planning in your project portfolio.**

## About Ignite Technology

Established in 2002, Ignite Technology was founded on a passion for bringing the very best people, experience and innovation together to help businesses work smarter, better and faster.

As a specialist in strategic portfolio management, we bring our technology portfolio and consulting expertise together with your strategy, project and leadership teams to equip you to deliver the transformation your business needs – when it needs it.

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