



Welcome to the webinar “How to rapidly re-align your Portfolio Planning”

Make yourself comfortable.
This webinar will start
in a few minutes...



How to rapidly re-align your portfolio planning

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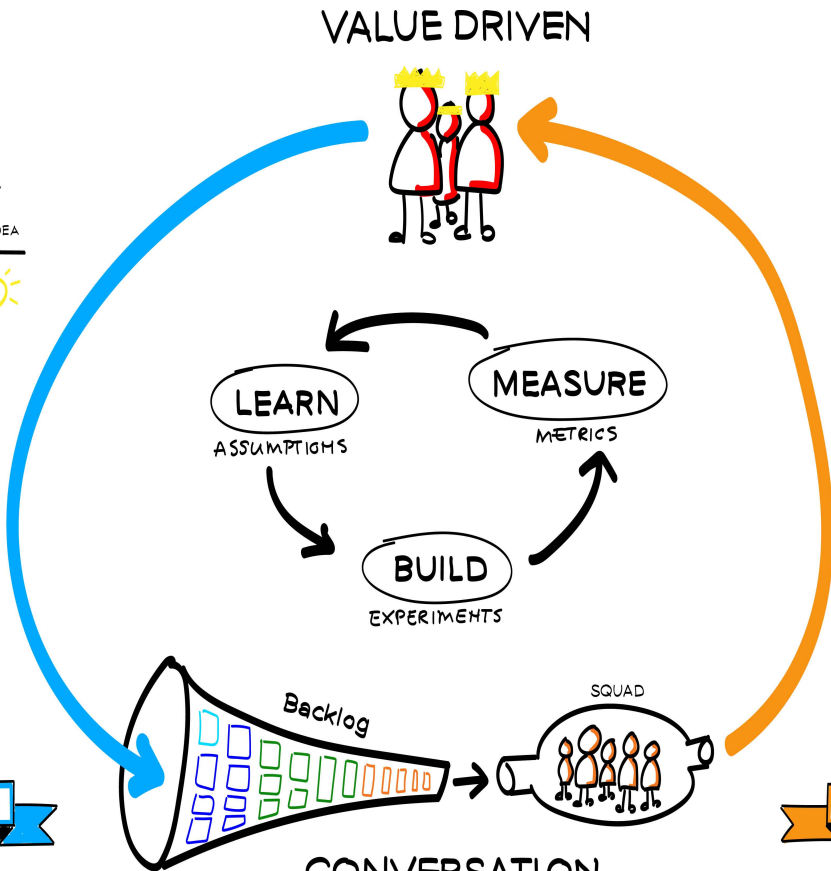
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Our new world...

- COVID-19
- Measures that impact everyone, globally introduced at a high speed
- Uncertain outlook
- Our society has changed, and we don't know for how long



... massively impacts our business

- The needs of our customer changed
- The needs of our own people changed
- Our definition of value has changed
- Volatility goes up
- Horizons change



The concept of value is almost continuously changing

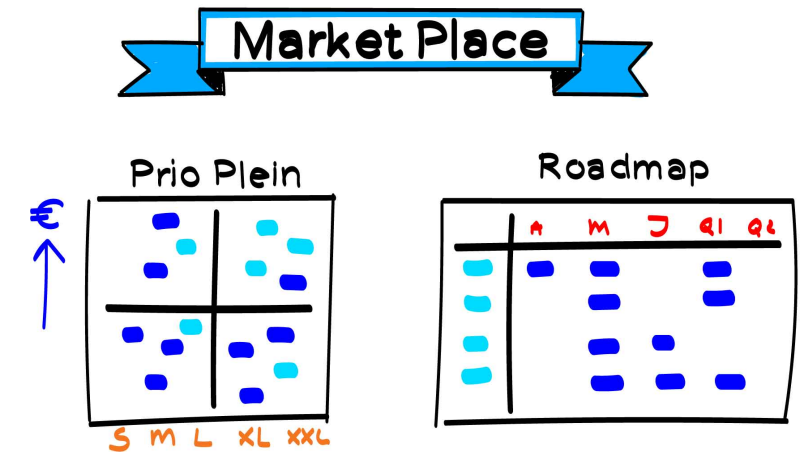
Our current valuations are invalid.
Reprioritization is needed

Current Work-In-Progress might be worthless



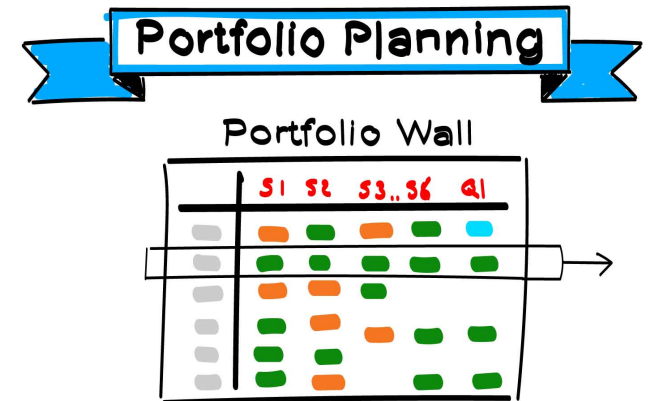
Changes in Valuation & Prioritization

- Recalibrate your value system based on the new circumstances
- Value is more dynamic, don't make your value definition too complex
- Speed is of the essence. Go for a 'good enough for now' valuation mechanism
- Don't be afraid to rely on 'gut feel'



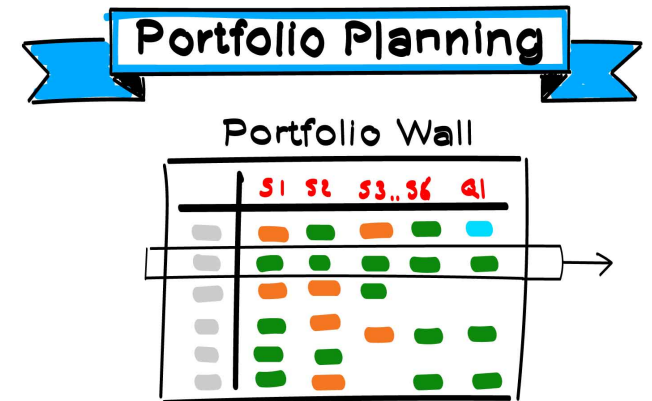
Changes in planning

- Your current Work in Progress might not be valuable anymore
- Re-assess your current Work in Progress and categorize into four buckets:
 - **Continue:**
This work remains valuable enough to continue investing in
 - **Wrap Up:**
Finish the work so you have a partial, but valuable result
 - **Park:**
Pause work on the initiative in a way that we might continue it later on
 - **Drop:**
Stop work on the initiative immediately



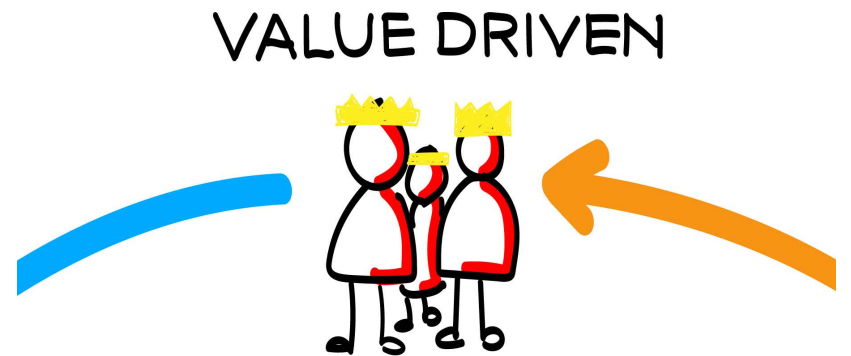
General guidelines when re-assessing your planning

- Favour smaller over larger
- Live as if you might throw your plans out the window at any moment
- Limiting WIP becomes even more important
- Evaluating customer feedback becomes even more important



Continuously Update your Value Definition

- As the world continues to change around us, so does our definition of value
- A set value definition is no longer a solution
- We need to integrate the recalibration of our value definition as a separate step
 - Based on your market dynamics, adjust the frequency
 - More frequently is better, especially in the beginning
 - Make this an integral part of your portfolio cycle



Three steps to rapidly re-align your portfolio planning in times of crisis

1. Recalibrate your value system
 - Establish a new definition of value and measure your current backlog against it
 - Don't be afraid to rely on 'gut feel' – for now
2. Re-evaluate your ongoing work
 - Re-evaluate priorities by comparing new value vs. effort to complete
 - Segment into buckets: Continue, Drop, Wrap Up or Park
3. Embed the recalibrating of value into your portfolio rhythm
 - Based on development of news and dynamic in your marketplace
 - Based on the new feedback you are getting from customers



Questions?

