

Solution Brief

PLANVIEW ENTERPRISE FOR PRODUCT DEVELOPMENT

Optimize Your Product Roadmap through the Power of Portfolio Management

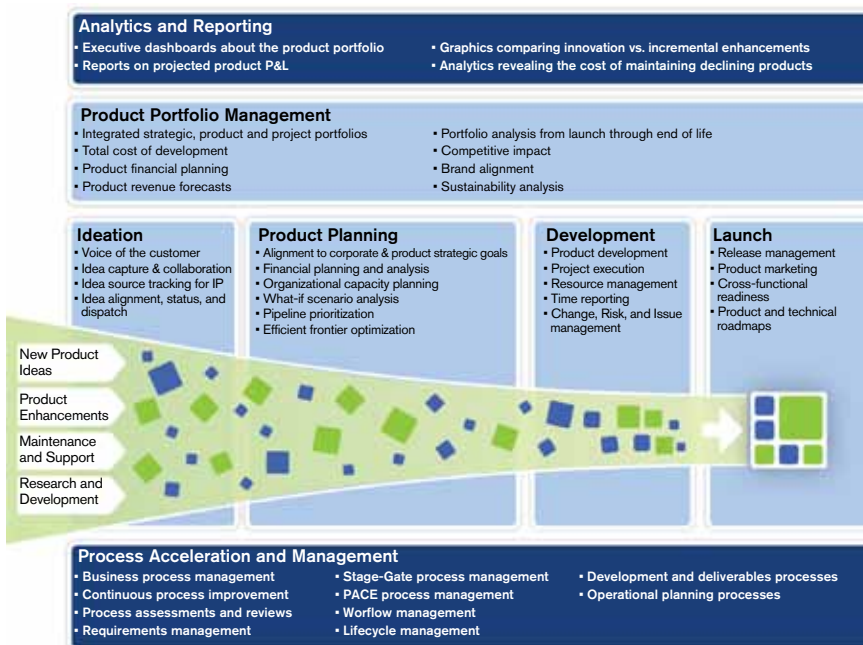
In the United States, new products now account for about 50% of companies' revenues from sales and 40% of their profits.¹ According to Stage-Gate[®], Inc., portfolio management can help drive these numbers by:

1. Optimizing the value of the portfolio
2. Determining the right balance of projects
3. Delivering a strategically aligned portfolio
4. Helping balance resources

Portfolio management provides the structure that is essential for product-driven organizations to respond with agility to market factors, competitors, government regulations, customer needs, and other brand drivers. It includes business process expertise and a transparent framework for more disciplined management of people, money, and time to help you build the right product portfolio to meet key revenue targets and other business objectives. These processes offer the organization a clear path for communication, financial and strategic visibility, and execution.

The Planview[®] Product Development solution enables you to best use constrained resources to maximize the performance of your product portfolio. The discipline of portfolio management enables more informed decision making for optimal product and roadmap planning, repeatable and auditable process management, more predictable execution to improve time to market, and financial transparency into lifecycle costs.

The figure below illustrates the portfolio management-enabled process of planning and managing products and enhancements throughout the development lifecycle, from ideation through release.



Managing a product from ideation through end of life

The Planview Product Development solution delivers the power of portfolio management to product-focused organizations by enabling the interplay between corporate strategy, brand strategy, products, work, releases, and resources.



Planview Enterprise for Product Development

Planview Enterprise[®] for Product Development delivers the power of the market-leading Planview Enterprise portfolio management solution to product-driven organizations, helping them balance strategy against scarce resources of people and money.

Planview Enterprise components include Enterprise Portfolio Management for visibility into and control of strategic and project portfolios, Product Portfolio Management for maximizing the market impact of products, Ideation Management for amplifying the voice of the customer throughout products and services, Service Portfolio Management for managing the total cost of business service delivery, and Insight Analytics for accelerating informed business decisions.

Planview Enterprise for Product Development helps companies make better decisions, optimize their product and roadmap planning, accelerate time to market, and provide transparency into the true cost of product development.

Learn more at planview.com/ProdDev.

Planview Enterprise for Product Development enables you to:

- Drive innovation and competitive differentiation to grow revenue
- Improve time to market and manage resources for product delivery
- Manage the lifecycle costs of the product portfolio
- Mitigate risk in delivering quality, customer-focused products to market

Certified Stage-Gate[®] Ready, Planview solutions have been endorsed by Stage-Gate Inc., the most widely recognized name in product development processes, as meeting the requirements to assist customers in driving innovation while minimizing risk in product development initiatives.

CASE STUDY

BUSINESS ISSUE

A manufacturer of components for the process industries needed to increase the effectiveness of its product research and development group. In this matrixed organization, projects were competing for limited resources, which commonly resulted in poor quality, late client deliverables, and delayed or missed revenue opportunities.

CHALLENGES

- Lack of consistent process and project visibility
- No central repository for program documentation accessible to engineers
- No quality control results in high level of product rework
- Time to market poor due to ineffective resource utilization

SOLUTION

The manufacturer implemented Planview Enterprise for project and resource management, strategic analysis, and analytics, enabling:

- Automated processes to control project workflow and documentation
- Improved organizational ability to make decisions based on consistent data
- Measured project costs to determine causes of deviation from commitments
- Balanced resource work load based on work priority and resource skill
- Tracked final product capabilities against original requirements

VALUE

- Improved project prioritization
- Consistent project measurements
- Efficient resource utilization
- Reduced time and cost to market

The customer sums it up:
"The Planview solution is a strategic weapon... it helps ensure we're focused on the right programs, meeting our product delivery targets, and capturing new revenue opportunities."

AUTOMATE THE IDEATION PROCESS

Capture new product ideas, enhancement requests, maintenance and support activities, and research and development efforts using a standardized process. Ideas are evaluated according to pre-defined, configurable, and Stage-Gate® and PACE® supported criteria. The Planview Product Development solution has Stage-Gate certification in Idea Management Criteria, Idea-to-Launch Process Criteria, and Portfolio Management Criteria. At each decision gate, gatekeepers make a determination to Go, Kill, or Recycle.



The Planview Product Development solution automates the Stage-Gate process

With an automated process in place to capture, evaluate, and prioritize ideas, you have the basis for delivering customer-focused products.

INFUSE THE VOICE OF THE CUSTOMER INTO YOUR PRODUCT PIPELINE

With Planview Enterprise® Ideation Management, powered by an exclusive partnership with Brightidea®, you learn firsthand what your customer wants from your product mix so you can deliver targeted products to market faster and more efficiently than ever before.

Using Webstorms, you can pose questions to your customers and they register their ideas, interact with each other, and vote on the ideas. These self-managing, Web-based communities build customer intimacy for your organization which is a key tool for driving change and fostering innovation.

DIFFERENTIATE YOUR BRAND FROM THE COMPETITION

Integrating exclusive intellectual property from Strategic Harmony®, Planview Enterprise extends traditional portfolio analysis capabilities to include brand, competitive, and sustainability drivers for optimizing products, features, and projects.

Create offerings that resonate with your customers and your sustainability goals, while you strategically differentiate yourself from the competition. You get the ability to:

- Objectively measure market and management demands for new products and enhancements
- Determine customer experience and competitive landscape metrics to make intelligent product decisions
- Evaluate the current portfolio against the competition and against proposed changes
- Correctly evaluate product features and projects in light of organizational strategy, resource availability, delivery timeframes, and cost

OPTIMIZE PRODUCT AND ROADMAP PLANNING

In addition to capturing and evaluating ideas, Planview Enterprise assists with strategic planning by helping organizations create dynamic and consistently relevant operating plans that respond to changing requirements and demands. Product organizations are better empowered to transform corporate and brand strategy into prioritized and executable product investments, with the ability to map ideas for new products and enhancements on a number of axes – brand, type, selling price, region, expected volume, revenue, and more – to determine product and market gaps and overlaps.

Roadmapping capabilities dynamically define how the following can combine to achieve operating goals:

- Strategies
- Products
- Programs
- Projects
- Services
- Releases

The adjacent figure shows the capability to calculate the Efficient Frontier, rank product work, and try scenarios for communicating and delivering an approved roadmap.

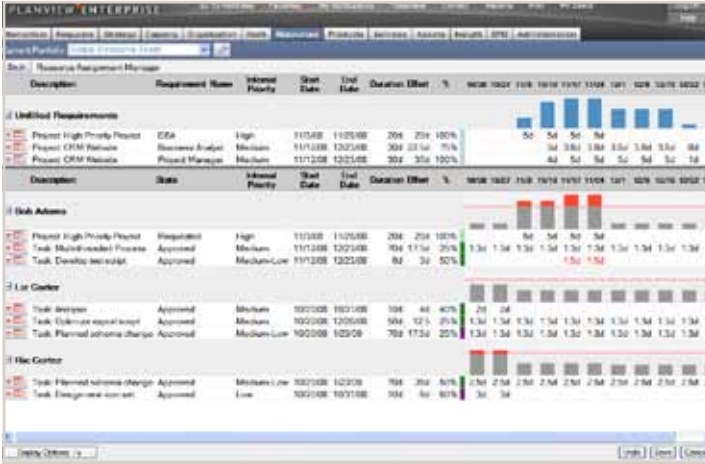
With this Planview solution, development and product managers improve their ability to bring relevant products to market, and to accurately predict and hit revenue forecasts.



Strategic investment priority matrix and creation of project scenarios

LEVERAGE RESOURCES EFFECTIVELY

Planview Enterprise makes it possible for you to determine resource capacity for key initiatives prior to making investment decisions, as shown below. It also enables you to level utilization of FTEs (Full-Time Equivalents) and determine contractors needs. This ensures efficient product delivery and facilitates effective planning, assigning, and managing of resources for better execution of product development work to fulfill business objectives and the innovation strategy.



Easily schedule resources to ensure on-time delivery of products

Association of project effort and costs to products, brands, and platforms supports predictable execution and on-time delivery of products to the market and drives efficiencies in future product development efforts.

PROVIDE TRANSPARENCY INTO TOTAL COSTS

Planview Enterprise helps you maximize the development budget. You can see all work associated to each product in the portfolio and track budgeted versus actual costs. Executive management can perform strategic, top-down financial planning and distribute the budget by brand, product line, and product. Product managers can then associate development and marketing projects to products, submitting requests for product funding from the bottom up. Organizations can perform variance reporting for roadmap and budget negotiation.

Product managers can capture the total cost of development (TCD) from ideation to retirement and track actual vs. planned costs. They can submit requests for product funding, which are combined and rolled up in order to create variance reports for roadmap and budget negotiation.

Integrated product charts and dashboards with configurable variables are available for product comparison and decision making. And Planview Enterprise Insight Analytics provides drill-down access to enterprise-wide analytics via the Analytics and Reporting Portal to quickly examine and take action based on financial plans, the TCD to date, product roadmaps, and resource assignments.

It's not just large numbers of products and projects that drive the need for product portfolio management; it's global competition and time to market.

- AMR Research

Companies that are best in class at product portfolio management are four times more likely to achieve margin premiums of 75% or higher for new products.

- Aberdeen Group

REAL-WORLD SOLUTIONS

Planview Enterprise for Product Development provides real-world solutions across a wide range of industries, business models, and markets, helping business leaders gain better cost control while improving product planning and innovation.

MANUFACTURING

A multi-billion dollar global manufacturing company has a broad set of product capabilities in several industries. It needs to determine where to invest in R&D to have the greatest impact on the bottom line. Planview Enterprise for Product Development helps it:

- Produce revenue and expense statements for products
- Examine what-if scenarios on the portfolio to determine the best course of action
- Prioritize product investments and balance product mix based on company strategic objectives and revenue criteria
- Execute on time – a strategic advantage for the company

TELECOMMUNICATIONS

To keep up with demand, a rapidly growing global telecommunications company needs to respond quickly, put processes in place to manage revenue growth, and develop products that fit the lifestyles of its target market. Planview Enterprise for Product Development enables it to:

- Create a database of all products, allowing it to prioritize product development to best align with its overall strategy
- Ensure it has the right resource capacity to execute
- Use automated process lifecycles to achieve repeatable, predictable product execution and on-time delivery

FINANCIAL SERVICES

For a leading financial services organization, getting a new product to market faster means hundreds of thousands of dollars per day in new revenue. Planview Enterprise for Product Development allows it to:

- Respond quickly to market opportunities
- Determine and shift resource capacity to meet this priority
- Plan for an aggressive release-to-market date and stay on track

THINKING ABOUT PRODUCT PORTFOLIO MANAGEMENT? CAN YOU ANSWER THESE QUESTIONS?

- How much do product launch failures cost your business?
- Do we have the right mix of products within the portfolio?
- Are you delivering the most valuable features to market?
- How much time and money could we save by automating Stage-Gate® or PACE® processes?
- Is there visibility into and reporting on the idea pipeline?
- Is resource capacity optimized to execute the product roadmap?
- How do the SWOTs of our products compare with our competitors'?
- What is it costing us to maintain declining products?
- Which products should be sunsetted? Invested in further? Just maintained?
- When will launched products break even with development costs?

If you can't answer these questions with confidence, your organization may be sacrificing time to market and market share, driving high development costs, facing compliance issues, and experiencing operational inefficiencies. Planview Enterprise can help you at every stage – strategic planning, requirements management, resource and demand management, financial management, and product development execution. By incorporating feedback from the market into the next strategic planning phase, you can achieve even higher levels of product portfolio performance and innovation.

SPEED TIME TO MARKET AND DRIVE REVENUE

Planview Enterprise provides the discipline of portfolio management for making more informed decisions to optimize product and roadmap planning, achieving more predictable execution to improve the time to market, and gaining financial transparency into the true development costs of the product portfolio.

Learn more about Planview Enterprise for Product Development today at
www.planview.com/ProdDev.



For 20 years, Planview has been advancing the discipline of portfolio management, helping our customers change the way they manage people and money to make better business decisions. With a singular focus on portfolio management, Planview is the only company that combines customer-driven software, unmatched domain expertise, and proven best practices to solve each customer's unique business problems. For more information, visit www.planview.com.

¹ *Doing it Right - Winning with New Products*, Dr. Robert Cooper, Co-Founder of Stage-Gate

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