

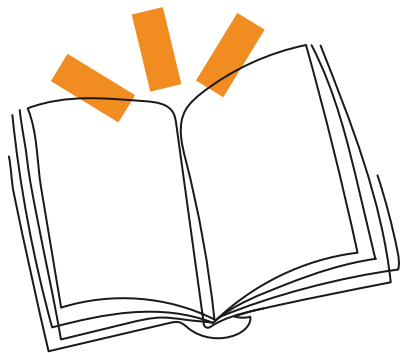
Planning to win: why the foundation of business agility is active planning

Whether they know it or not, many organizations that plan poorly are on borrowed time

That's because the requirements for effective planning and strategy have risen sharply and suddenly—multiple compounding fronts of change threaten to overwhelm companies that can't operationalize new strategies to navigate them. Things like:

- Spiraling operational complexity and market acceleration
- Vast amounts of siloed, inscrutable data
- Disruptive new digital-native competitors
- Ever-climbing customer expectations

Not everyone is going to survive the shift. But those that do are going to win big. That's what ***Plan to Win: Achieving business agility in the age of urgency*** is all about.



Plan to Win is a book exploring why agility is essential to success in the new competitive landscape—and why becoming agile starts with active planning.

Active planning helps organizations capitalize on change rather than just survive it, by building mechanisms equipped to coordinate today's fast, complex, multi-dimensional operational environment.

Fundamentally, it's about broadening participation in the creation of a more transparent, real-time, data-driven corporate strategy. It's about making better, more informed decisions, and operationalizing change at speed.

The emerging divide between static and active planners

There's already a wedge forming between companies changing the way they plan, and companies with their head in the sand.

The businesses that've moved first tend to be active planners

They're fast, data-driven businesses that can measure how on-the-ground execution activities contribute to overarching objectives and strategy in near real-time with relative ease.

The businesses left behind tend to be static planners

They're slow, rigid, and myopic. They can't see how their strategy cascades down to operational activities in any detail, so they can't measure performance accurately or innovate effectively.



Static planning

Top-down

Escalates corporate strategy to an exclusive, paternal process, owned by senior executive and finance stakeholders with little on-the-ground visibility.

Limited

Narrow operational view—understands the business and strategy in purely financial terms without any practical understanding of functional departments.

Slow

Rigidly periodic and infrequent snapshot-based process with no real-time mechanism—fundamentally backward-looking.

Active planning

Collaborative

Distributes strategy planning among functional teams and operational leaders, represented in a single, unified, high-fidelity view of the business environment.

Comprehensive

High-fidelity and cross-functional at all levels of the business—strategy is a “model of models” formed by granular operational data that can visualize every input, every output, and the connections between them.

Continuous

Ongoing, iterative process in which planning and execution happen in ever shorter cycles, until they merge into an instantaneous closed feedback loop of execution, measurement, and improvement.

The technology requirements of active planning

Active planning isn't just a cultural attitude or a set of behaviors—to truly support collaborative, continuous, comprehensive planning, you need more than spreadsheets, emails, and an annual planning process.

The good news is that operational technologies have finally evolved to give active planning what it needs—a centralized, cloud-based, purpose-built planning platform with advanced analytics, an elegant and responsive UI, and deep customization.

The foundation of business agility is active planning—find out how to get there

The road to business agility is paved with active planning. But it's not an easy journey—it's going to take a complete top-to-bottom shift in the way your organization thinks about strategy.

Crucially, this is an all-or-nothing play: Either you move forward as a whole business, or you don't move at all (and a business that doesn't move forward isn't going to be around for long).



Plan to Win is a complete guide to active planning: how to get started, who needs to be involved, and what to expect. Read more at www.plan-2-win.com.

