Imagine a beautiful place—a blissful world where skilled resources are always available to work on winning products and your company can deliver them to market on time consistently—ultimately achieving the strategic goals and revenue targets of your company.

Now feel the real-world pain most companies experience as they cope with the challenges of trying to meet time-to-market and revenue targets with too many products, limited resources, incomplete knowledge of resource availability, and inaccurate project estimates—all in a business environment of constant change.

If your company moves on a similar path, not only will the pain of lost revenue and missed opportunities continue, but also the company will not reap the benefits that result from improving resource management and capacity planning—a stronger bottom line, better market share, optimally utilized resources, and the ability to respond to market changes quickly. Faced with complex Resource Management and Capacity Planning (RMCP) problems such as lack of knowledge of what resources are available and what capacity will be needed for both committed and unforeseen projects, where do you begin to make positive changes? How do you start? And then how do you continue to meet new challenges over time?

This white paper shows you how to figure out where your company sits in the Resource Management Capacity Planning Maturity Model and what specific actions you can take to begin to overcome challenges and move forward, referencing targeted data from the latest research. In addition, you will get insight into how other, more mature organizations approach resource management and capacity planning to meet strategic goals using the resources they have today.

The Research—What Does the Survey Say?

To get an understanding of the state of resource management and capacity planning in product development organizations, Planview commissioned Appleseed Partners and OpenSky Research to analyze the feedback provided by more than 280 globally-based product development executives and managers who participated in the Resource Management and Capacity Planning Benchmark Study 2013. (For a look at the study, the product development segmented survey results are available at Planview.com/PDview) Study respondents shared their top pain points and business risks—as well as the impact of technology improvements relative to resource management and capacity planning. The research found that product development organizations share the following concerns:

- **Pain points**: Lack of visibility into both resource capacity and incoming demand as well as the impact of constant change.
- **Business risks**: Lost revenue and market share because of delayed time to market, decisions based on stale or inaccurate data, and resources wasted on the wrong projects and products.
- **Opportunities**: The need to increase resource management and capacity planning maturity using best practices, solid processes, and enterprise technology to support goals such as reducing total cost of development, filling the pipeline with profitable products, and speeding time to market.

The study revealed that although the participating companies have similar goals of improving time to market (reducing development costs and prioritizing winning ideas effectively) their challenges vary according to their position on the Resource Management and Capacity Planning Maturity Model.

The Resource Management and Capacity Maturity Model—Where are you?

The Resource Management and Capacity Planning Maturity Model enables you to identify your company’s maturity on a five-tier grading system from 1-Basic (having very limited understanding of resources, capacity, and demand) to 5-Optimized (having up-to-date, accurate data and the right technology to optimize resource allocation, and capacity planning).
Once you know your organization’s place on the maturity model, you will have a good idea about your likely priorities for improvement and where to begin implementing positive changes.

**Capacity Planning Maturity Levels**

Capacity planning addresses the need to take human and non-human (production lines, patient beds, etc.) resource constraints into account in the sequencing and prioritization of products and projects during both the regular pipeline planning process as well as for ad-hoc portfolio reviews.

Where is your company on the Capacity Planning Maturity Model?

<table>
<thead>
<tr>
<th>Capacity Planning Maturity Levels</th>
<th>Level 5-Optimized</th>
<th>Level 4-Managed</th>
<th>Level 3-Limited</th>
<th>Level 2-Ad-hoc</th>
<th>Level 1-Basic</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Planning is continually monitored based on up-to-date capacity and demand data</td>
<td>Effective planning process with visibility of role-level demand before work is committed</td>
<td>High-level visibility of how staff and contract resources align with demand</td>
<td>Visibility is limited and relies on ad-hoc processes</td>
<td>Very limited understanding of capacity or demand</td>
</tr>
<tr>
<td></td>
<td>Can run scenarios to manage change and prioritization</td>
<td>Can balance organization-wide capacity against prioritized pipeline</td>
<td>Not a complete or repeatable process</td>
<td>Not feasible to consolidate resource visibility across the groups/projects</td>
<td>No process for visibility</td>
</tr>
</tbody>
</table>

*Figure 1. Capacity Planning Maturity Levels*

If your organization resides the lower-levels of the Capacity Planning Maturity Scale, then you are likely operating in a purely reactive mode. You have only a limited ability to see a complete picture of future demands and what capacity will be required to meet them. Although visibility may be clear in certain areas of the organization, without a larger perspective across the departments that participate in getting products out the door, effective planning is very difficult, especially if your organization (like the majority of product-based companies) uses shared resources.

“We’re good on the demand side but not the capacity side. Right now our project managers can’t see the availability, skill set, or number of weeks of effort; and the assumptions are not right. If the resource managers are not using the system to give the product managers visibility, even the best project plan can’t be properly resourced.”

*Senior Manager PMO, Large Insurance Company*

If you assess your organization to be in the Level 3-Limited, you have already made significant strides to capacity planning maturity. Congratulations! To meet launch windows without heroics and to apply the best resources to the most important projects consistently, you need to implement repeatable processes and leverage technologies that streamline your ability to get products to market.

If your organization is at Level 4-Managed or 5-Optimized, you are nearing capacity planning nirvana. However, you may need to make incremental capacity planning improvements to reduce risk caused by the inability to nimbly adapt to change. Additionally, there may be areas to improve around leveraging internal, cross-functional resources or lower-cost external resources through what-if analysis. Having tackled the basics of capacity planning, there is always room for streamlining and improvement.
Resource Management Maturity Levels

Resource management involves the essential ongoing, in-flight tactical assignment of personnel to planned and unscheduled activities. It also includes a categorization of resources’ skills, location, cost and billing rates, and experience, so they are applied in the most efficient, cost effective, and impactful way.

Where is your company on the Resource Management Maturity Model?

<table>
<thead>
<tr>
<th>Resource Management Maturity Levels</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Level 5-Optimized</strong></td>
<td>• Mature work and activity planning process. Detailed, task-level schedules, cost information • Formal process to request and approve by role and skill • Adapt to change and iterate effectively; Project managers ensure resource assignments on projects are current and accurate, resource feedback</td>
</tr>
<tr>
<td><strong>Level 4-Managed</strong></td>
<td>• Detailed project schedules with short-term named assignments • Resource requests are at the role level; assignments at task level • Global resource visibility, but difficult to adapt to change • Ability to select from low-cost resource pools/offshore</td>
</tr>
<tr>
<td><strong>Level 3-Limited</strong></td>
<td>• Project- or phase-level named resource assignment and simple role-based planning • Visibility into the projects each person is working on/percent time allocated, no roll-off dates • Actual time completed captured, little on upcoming assignments</td>
</tr>
<tr>
<td><strong>Level 2-Ad-hoc</strong></td>
<td>• Track high-level deliverables or key milestones against a project • Informally coordinate availability and assignment by generic role</td>
</tr>
<tr>
<td><strong>Level 1-Basic</strong></td>
<td>• Unable to view workload and activities from a resource perspective • Basic understanding of how resources are grouped by role (i.e., engineer, analyst) • Assignments are made verbally, and resources are often overbooked or idle. No data to show resources’ start/end dates, committed, etc.</td>
</tr>
</tbody>
</table>

If the resource management maturity level of your organization is low, basic or ad hoc, it is time to take steps to optimize and streamline management of your resources to drive the strategic goals of your company. Not understanding which characteristics or categorization of your resources and their availability to take on new work is tangibly hurting the bottom line. Without standard, repeatable processes or a supporting technology for tracking and assigning those resources where they can be of the most benefit, your company is merely limping along.

If your organization is at Level 3-Limited, you are a step ahead in the resource management game. You have a good view of resources, the multiple projects your resources are working on, and when these resources will again become available for new work assignments. While it is a commendable accomplishment to have come this far with your trusty spreadsheet, you are lacking some key things that can help you thrive: visibility into whether or not you have the right resources with the right skills to tackle what is coming down the pipe next; a consistent means of addressing changes in the plan—especially those “just do it” projects; and a centralized source of truth to help in estimating projects.

If your organization is at Level 4-Managed or 5-Optimized, hooray for you! Your organization is well on the way to a fully mature resource management system. You have complete visibility of all resources across your company as well as resources available from external resource pools. You have standardized and fully implemented processes for assigning resources by role and skill with current information always available. Resources can be requested at the role level and assigned at the task level, allowing you marry forward-looking capacity planning with day-to-day resource management.

Before you celebrate, you may have some remaining work to do as it relates to maintaining this state of maturity and keeping everything current (resources’ skills, assignments, new projects, delayed project schedules, priority shifts, etc.) in an environment of constant change. Not doing so can present negative business risks including missed product launches, loss of competitive advantage, and the inability to respond to changing market requirements and consumer demands. What would it mean to your company’s bottom line if you could get more products to market faster?
The Answers—Where Do I Begin?

The benchmark study found that companies that excel at resource management and capacity planning performance share the six qualities shown in Figure 3. Studying these behaviors and taking corresponding actions can be your answers to advancing to the next level of maturity.

**Six Characteristics of Mature Organizations**

- Have insight into what people are working on, can identify bottlenecks
- Meld top-down with bottom up approaches
- Have a dedicated function to lead these activities
- Agree on top best practices: prioritization; what-if analysis; executive buy-in
- Estimate projects well and have good supporting processes
- Use Product Portfolio Management (PPM) software to optimize resources

Using these characteristics of an effective resource management and capacity planning program as a guide, you can take active and realistic steps to progress your resource management and capacity planning systems upward incrementally, solving one pain point after another to reduce business risks and maximize benefits. The study revealed that those organizations that embrace the opportunity to improve their resource management and capacity planning capabilities make tremendous strides by leveraging best practices, implementing the right technology, and improving processes.

**STEP 1: Assess Your Current Level**

First, take a good, hard look at the Resource Management and Capacity Planning Maturity Models and determine your organization’s level of maturity. This is a very simple step and should only take you 10 minutes. Be honest, thoughtful, and consider inviting others in the organization to weigh in on your assessment. Is the assessment different for different groups within product development? Are there pockets of high maturity? If so, are they higher performing like the resource management and capacity planning study shows? What best practices, processes, roles, and supporting technology do they have in place? How can you take what is already established and expand it?

Knowing the current state is critical in advancing to other steps and affecting positive change. Once you have an understanding of where your organization sits on this scale, you can take action. Ignorance is not bliss. Inaction is simply not an option but it also doesn’t have to be difficult, expensive, or time consuming.

The improved ability to capture billable time information led to a 25% increase in billable time. The better visibility into resources enabled the company to optimize the utilization of resources, which resulted in an additional 5% in billable work.

**STEP 2: Determine Your End Game**

After assessing your organization’s place on each of the maturity spectrums, you’ve probably already considered the following: “If we’re at step X today, where should we be to best serve the strategic objectives of the organization?” The answer may not always be a Level 5-Optimized. Just like many other maturity models, sometimes making a solid leap to Level 4-Managed is all of the maturity that is required for your industry, your corporate strategy, and your organization’s tolerance for change.

You need to consider the idea that your answers may be different between the two models. Perhaps your company serves a highly-volatile market where resource planning and forecasting would not only be impossible but also a waste of energy. Why would you aim your sights on Level 5-Optimized when the investment would not pay the desired dividends? Conversely, if your products have long cycle times, the day-to-day management of resources does not have to be top notch. You need to be able to forecast resources accurately so that the resources with the right skills are available and trained when their part of the processes is ready to accept the handoff.
Move a little outside your span of control to discuss current business pain points with product development leaders as well as anyone who has a part of the commercialization process: finance, packaging, legal, marketing, supply chain, manufacturing, etc. What level of resource management and capacity planning maturity would help to address their pain points? If the resources in any of these groups are unavailable, overloaded, or wasting time on lower priority projects, they are clogging your product pipeline, hampering your ability to launch products to market on time, and possibly causing you to miss first to market positioning and pricing.

Having a broader perspective on your ultimate goals surrounding resource management and capacity planning will not only serve you in gaining champions for your cause but also will ensure your idea to launch process is functioning at its highest potential by fully utilizing the resources available.

**STEP 3: Create a Plan**

After taking a good look in the mirror about where you are and where you want to go with both resource management and capacity planning, it is time to create a plan of action that addresses the gap. Which of the six characteristics of mature resource management and capacity planning organizations, as identified in the study, will deliver the biggest bang for the buck? Does one stand out from the rest? Is there a “one-two punch” combination of best practices that would help your company knock out some of the pain points identified above?

For example, if your organization is at the lower levels of the maturity spectrum, your biggest, most basic problem is that you do not have the visibility into resources, capacity, and demand that enable you to accomplish more than a mad scramble to apply resources to projects from one day to the next. You may depend on spreadsheets or meetings with colleagues to figure out resource availability and assign resources. Your organization is losing ground to more efficient competitors—both for obtaining and retaining top resources and for getting products to market faster. Finding and implementing a way to achieve even basic visibility is your number one priority. Sometimes that requires a dedicated role or function within the company to manage this effort.

“If our biggest challenge is reacting to changing demand, which is very important. A snapshot would be easy but it is ever changing and the average planner has to have the right tools to manage it.”

*Program Manager, Large Clinical Research Organization*

If your organization is in the mid-section of the spectrum, you have achieved some visibility but your resource management and capacity planning processes need to be optimized to align resources with high-value products. Your company is successful at creating project schedules and annual resource forecast plans, but then reality happens. Perhaps it is time to consider implementing technology targeted at addressing resource management and capacity planning-specific challenges. (Hint: Your ERP, HR, and PLM enterprise software packages aren’t going to cut it.) Purpose-built product portfolio management (PPM) solutions enable you to not only manage bottom-up detailed resource assignments, but also top down resource capacity plans—all within the same application. You can revise plans and realign resources on the fly as change erupts, so you can maneuver like a yacht—not like a battleship—to stay competitive, maximize revenues, and move your company’s strategic goals forward faster. Automating your resource management and capacity planning workflows and lifecycles could be just the ticket to smooth sailing.

If your company has achieved a high-level of maturity, your source of pain may be that your processes need a boost. Are you leveraging historical actuals to predict future work? How often are you updating resource skills and certifications? Is your resource capacity data accurate and current enough to conduct an emergency portfolio review at a moment’s notice?

Even if you are using a PPM software application to perform both top-down capacity planning and bottom-up resource management, do a gut check to see if you are using it the right way and to the fullest extent possible to address your needs. Are you comparing capacity plans of similar projects to understand the differences and where changes could be made to streamline project completion and ultimately product delivery? Are you modifying resource-loaded templates based on these learnings? Do you know where your resource bottlenecks are and how to proactively plan to address them? Even small changes and minor tweaks in tool usage and continuous process improvement can provide tremendous benefits in terms of time to market and reduced business risks—real money!
STEP 4: Prioritize With the End in Mind

Now that you have a plan forming in your mind about what needs to be done, you are able to see that there are a lot of different paths you can take—kind of like a “choose your own adventure” book. But where should you start? What changes will be the most impactful in addressing the pain points raised by folks along the commercialization process? Are there some quick wins?

It is critical to consider your company’s ability to adopt change—your RMCP goals will not be achieved overnight. There is only so much people can absorb at once, whether it be new processes, new tools, new leadership roles, new data for analysis, or some combination of these. You have to be smart about prioritizing the pieces within your plan.

“Our pearls of wisdom for someone just starting out is to be realistic and don’t boil the ocean. Have an overall vision for your resource management and capacity planning approach and decide how to attack it. If you can find a few people doing it well on spreadsheets, get them involved in your proof of concept for implementing enterprise software to help champion it, start small and be successful. Then move on up the maturity model.”

Project Management Director, Large Consumer Products Company

Let us take a closer look at the six characteristics of mature resource management and capacity planning organizations, as identified in the survey, to determine the biggest bang for the buck and where you know you can make an immediate, positive, measurable change.

1. VISIBILITY = Have insight into what people are working on, so you can identify bottlenecks

Consider the importance of standardized methods for visibility on resource management and capacity planning. It must be incredibly easy for everyone across the organization to enter, view, track, and analyze information about resources and the demand for them via programs, projects, and products. If you are talking about more than 50 resources, a spreadsheet is not sufficient for understanding the intersection of resource availability across demand, especially because it is nearly impossible to keep that spreadsheet current, given that the business is in constant motion. Resource managers need the ability to look into the future (sometimes 6 to 12 months in advance) of required skills and roles to forecast hiring requirements and get them budgeted in advance. Additionally, resource managers do not want their people under-utilized, so they do not want to over-staff. Product leaders need the ability to pivot and play with the mix of resources and their different cost rates (onshore, offshore, in house, external, etc.) to best utilize capacity and ensure they are still able to achieve projected margins. These needs are not just within R&D—it is for every group that touches a product in some way before it is launched. Spreadsheets cannot deliver this type of cross-functional visibility. Many companies find huge benefit in tackling this single characteristic because without a clear, accurate, up-to-date view of your organization’s resources and their activities in the present and availability in the future, it is impossible for you to efficiently and effectively deliver against your company’s strategies and revenue targets.

“When we started we had a huge problem with visualization of data. We could not get data out and the reports were miserable. We only had R&D data, but not the other data we needed that is key to resource management. [Now that we’re using PPM software] we are in much better shape and can work on maturing beyond visibility.”

Program Manager, Consumer Goods Product Company

2. MARRY RESOURCE MANAGEMENT AND CAPACITY PLANNING = Meld top-down with bottom-up approaches

Resource management and capacity planning are not meant to be independent activities, even though some companies operate as if they are. Winning organizations marry these two things together to achieve the highest benefit. The interplay between resource assignments on active, in-flight work and the forecast of resource availability in the future need to be considered in tandem. What if a project hits a major snag and the assigned resources are needed for an additional three months? What happens to the work that they were forecasted to do after the completion of the project? Does that project get delayed as well, causing a domino effect? Can outside resources be pulled in to address the in-flight project so the future project can stay on schedule? These are the questions that resource owners have to answer every day and it requires the marriage of both Resource Management (RM) and Capacity Planning (CP) to solve the problem.
3. **PEOPLE** = Have a dedicated function to lead these activities

There are dozens of ways companies structure the functions of resource management and capacity planning. Some organizations establish a PMO that owns the function; others have a dedicated resource manager role, and still others temporarily give the responsibility of managing resources to the project manager. There are pros and cons to each method.

Regardless of the how you structure it, this needs to be someone’s dedicated job. Leading product companies make it a priority to staff this position with someone who wakes up every day and thinks about things like: How will this estimate change if I use resource A versus resource B? What skills do I need to consider when hiring to address the way technology and the market are changing? How can I keep my resources motivated and achieve a high employee retention rate? What roadblocks can I remove to ensure my resources can complete their work on time? RMCP is not a “side job” for companies that excel.

4. **BEST PRACTICES** = Agree on top best practices: prioritization, what if analysis, executive buy in

To move up the Resource Management and Capacity Planning Maturity Model, your company can rely on some time-tested, proven best practices as it relates to managing work and resources. We’ll talk about the need for executive sponsorship as a “must-have” in Step 5. What everyone is not necessarily doing today is using what-if scenarios to prioritize the product pipeline. Using what-if scenarios can be an enormous help in enabling your organization to plan for change effectively, minimize risk, and make the most of opportunities. What if the rates for contractors increase? What if the total resource cost on a project is double what was estimated? Proactively analyzing your proposed product roadmap for different market conditions, risk factors, and financial metrics gives companies the confidence to make decisions, knowing they have examined all of the possible “what-ifs” that could pop up.

Spreadsheets and other tools cannot help with this crucial process, but PPM software makes it easy to incorporate this into your standard resource management and capacity planning workflow and helps you feel confident that you’re putting your resources on high-value products.

5. **PROCESS** = Estimate projects well and have good supporting processes

Are you accurately able to determine the amount of effort and types of resources needed to deliver a product enhancement or develop a new product? Do your line extensions take as long as breakthrough innovations? To streamline routine work and incremental changes to existing product lines while freeing resources for game-changing innovations requires the ability to make reliable estimations—a huge pain point—which in turn requires the active use of complete, accurate historical actuals. To be crystal clear, those actuals do not need to be in the form of hours reported per task, per resource—this can be schedule compared to the project baseline for the overall project. Any kind of use of templates and the ongoing tweaking of those templates to reflect what actually happened will help you shorten your cycle time. Historical actuals cannot be used effectively if they only exist in a product manager’s head or in a spreadsheet on someone’s desktop. To fully capture data and make it readily available to everyone who needs it to estimate future work and resource demand requires a standard process. Software specifically designed to accomplish this task also can be useful to ease the burden of manually reporting and sharing this information. As anxious as everyone is to move on to a new project at the end of an existing one, it is crucial that you hold an honest post-mortem before going to the next thing. The information collected in post-mortems becomes your guide for estimating future projects and for making improvements.

6. **TECHNOLOGY** = Use Product Portfolio Management software to optimize resources

Nearly 70% of companies that rate themselves as being at lower (Level 1-Basic and 2-Ad-hoc) on the Resource Management and Capacity Planning Maturity Models are primarily using spreadsheets and desktop project tools for resource management and capacity planning. Companies that have reached the top level of the Maturity Spectrum Levels 4-Managed and 5-Optimized have discovered that it takes the right software to achieve a more perfect RMCP world. The benchmark study showed organizations achieved mature status only six months to two years after implementing an enterprise software solution, indicating that organizations can achieve a relatively quick time to value if the commitment, processes, and buy-in are in place. When you boil it down, the above five characteristics of visibility, marrying RM and CP, people, best practices, and process are all much easier to attain in a centralized, automated software application.

“We decided to put in enterprise software for resource management and capacity planning when we realized we had way too many projects for the number of people we have. We were using spreadsheets and company-wide we had about 80 projects and a widely dispersed team. Our primary goal was resource management and we needed a better idea looking forward on what projects they needed to work on. Our goal now is to automate financial and return analysis into our financial systems and roll the cost back to groups. Once we do that, we consider our organization at an optimized maturity level.”

Senior Project Manager, Semiconductor Products Company
Take all of these ideas into consideration when you prioritize your measurable, specific plan for both capacity planning and resource management. Starting with the current state of your RMCP systems, technologies, and procedures, determine the metrics that will be required to implement the plan; then allocate the needed funds. Document the goals, proposed processes, and the associated costs of implementing and maintaining them. Prepare a budget for the required personnel, technology, and training. In addition, quantify the benefits of the resource management and capacity planning changes as well as the costs of continued inaction—of not implementing positive changes—in terms of revenue lost because of missed opportunities, slow time to market, and an inefficient use of resources.

**STEP 5: Secure Executive Support and Leadership**

Get executive support. It is that simple, and there is no other way to state it. It is crucial that executives understand the risks to the business of inaction and the necessity for changes. For many organizations, especially on the lower levels of the RMCP Maturity Models, lack of executive support to implement improved processes and invest in the technology needed to address resource management and capacity planning challenges is a big stumbling block. Executives must lead the charge for both implementing and setting the pace of change. Without executive leadership, momentum can be lost and your organization can fall behind the competition.

“We recommend getting management buy-in to address resource management and capacity planning from the start. We did a series of small pilots to get everyone online and bought in. We started on the capacity side because we had time sheets and information and then worked from there to forecast the demand.”

Sr. Manager PMO, Large Insurance Company

If you are an executive running a products organization, make this a priority. If you are seeking leadership commitment behind the resource management and capacity planning cause, it is critical to articulate the benefit in business terms. Executives are less interested in the soft benefits and tend to respond when you can communicate in hard numbers in terms of overall cost savings and increased revenue due to additional throughput once the RMCP problems have been addressed. Consider asking yourself a few simple questions, like:

1. Number of missed deadlines for product launches
2. Cost per number of missed launches
3. Total number of in-house resources working on total number of projects/products
4. Average annual FTE cost (fully burdened)
5. Average hourly cost for outsourced/contract labor
6. Average project cycle length
7. Average cost per project

Do the math from there to communicate to executives the expected improvements with RMCP of on-time launches, improved innovation capacity and reduced median cycle time. These are the numbers that will get and keep the attention of executives to invest the time and money to move your company up the resource management and capacity planning maturity perspective.

As a follow-up to the math, share with your executives the full product development RMCP research report (Planview.com/PDview) for frame of reference on where your company ranks compared to other industry leaders as it relates to maturity. This independent research will help to give context behind the numbers and the impetus for the change.

**STEP 6: Get Started Immediately**

Armed with the knowledge of your company’s resource management and capacity planning pain points and how to eliminate them, make everyone’s life easier, and further your company’s strategic goals, you can now begin your ascent to the top of the maturity spectrum—step by step. Do not delay in getting started. Once you have done the math in Step 5, the awareness of the monthly cost of inaction becomes painfully acute. The sooner you get started to impact change, the sooner you can meet the time-to-market challenges, drive revenue, reduce costs, and minimize risk.
“Our risk of not addressing resource management and capacity planning is going from crisis to crisis and our resources being unclear on what to work on. There is a risk of not getting projects done on time or giving the green light to projects when we are not clear that we have the resources to support it. Another risk is overcommitting and overworking resources and losing the good people. If we have the right plan in the first place, this would not be a problem.”

— Strategy and Planning Authority, Large Manufacturer of Communications Devices

If you need help in making your business case or are unsure where to start given your company’s situation, reach out to me at market@planview.com.

For more information about how to improve resource management and capacity planning within your product development organization read the following resources:

• Based off of research conducted with over 600 executives and managers around the globe, the 2013 Resource Management and Capacity Planning Benchmark Study highlights common pain points, best practices and other industry trends. Learn how to use these findings within your own organization to best optimize your resources. Access the report at Planview.com/Benchmark-Study.

• An extension of the Resource Management and Capacity Planning Benchmark Study 2013, How to Improve Time to Market with Existing Resources provides in-depth data and analysis specifically for product development professionals and organizations. Learn not only industry trends, but key recommendations and best practices to improve your time to market. Get the report at Planview.com/Improve-Time.

• A common pain point among many organizations is the management of internal resources—time, people and money. Right Resources, Right Projects, Right Time highlights the advantages of Planview’s Enterprise software in giving organizations the ability to forecast and plan well beyond the limited capability of spreadsheets. Watch the video at Planview.com/Right-Video.

About the Author

Carrie Nauyalis is the new product development solution evangelist at Planview. She is passionate about establishing customer partnerships, developing market positioning, defining field enablement strategies, and providing market-based feedback to Planview product development. She has received Stage-Gate® training/certification and earned her Bachelor’s degree from Truman State.